

2016/17 Annual Report





Wyndham City acknowledges that Aboriginal people have lived in this area for over 60,000 years. The Werribee River has been a significant meeting place for its custodians, the peoples of the Kulin Nation.

For a diversity of Aboriginal peoples who have moved here from around Australia, it is the centre of economic activity and a place to build community.

In this way Wyndham has always been a place for people. The Wyndham City Statement of Commitment provides a set of principles that underscore how Council commits to work with Aboriginal and non-Aboriginal people in the context of Reconciliation.



Welcome to the Annual Report for 2016/17 which details the performance of the City of Wyndham from 1 July 2016 to 30 June 2017. It celebrates its on-going achievements in the delivery of infrastructure and services for its diverse community, while providing an honest reflection of the challenges that Wyndham continues to face in a period of rapid population growth.

The Annual Report is divided into three sections:

1. Report of Operations
2. Financial Statements
3. Performance Statement

The Annual Report addresses Council's responsibilities under the *Local Government Act 1989* and complies with the Local Government Performance Reporting Framework.

This is the final year of reporting on the 2013-2017 Wyndham City Plan.

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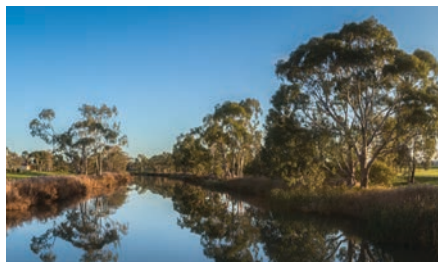


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Our Purpose



Towards Wyndham 2040

In 2015, a team of Council staff and volunteers collected 2,040 stories from the Wyndham community to create the Wyndham 2040 Community Vision. The Wyndham 2040 Vision is an aspirational document that is built on the voice of the community. It guides Council in developing new strategies and plans to make Wyndham a more healthy and liveable community. This

vision is supported by local area action plans called District Plans, which further detail what Council and community are working on to make the 2040 vision a reality.

The four overarching themes covering the priority areas in the 2040 Vision are People and Community, Places and Spaces, Earning and Learning, and Leadership and Participation.



Our Vision for People and Community

Wyndham will be a welcoming family-friendly city that acknowledges the Aboriginal heritage of the area, encourages connection within the community, promotes health and wellbeing, and actively celebrates diversity, culture and art. We will be a Council that listens to and learns from the diversity, knowledge and opinions of all residents and, as we embrace growth, we will also remember the country beginnings of our towns and shires.



Our Vision for Places and Spaces

Our transport system will be efficient, responsive and easy to navigate, with greater connectivity to Melbourne, while infrastructure, built spaces, and the diversity of housing options contribute to the quality of life of residents at all ages. We will carefully balance the preservation, protection, and respect for the natural environment with the need to ensure that parks and open spaces invite citizens to positively interact with the outdoors and each other.



Our Vision for **Earning and Learning**

Wyndham City will be a city of opportunity, recognised for its diverse, high quality centres of learning, its libraries and knowledge hubs, and its varied and plentiful employment. We will attract businesses of all sizes and promote a wide mix of shops and retail, events and attractions – all designed to build community pride and engagement.

Our Vision for **Leadership and Participation**

Wyndham will be home to passionate residents who are encouraged to share their ideas, skills, knowledge and passion to build a thriving city. We will offer a variety of ways for community members to support others through volunteering, social interaction, and engagement.

Wyndham City Plan 2013-2017

Our Mission

We strive to serve the best interests of the Wyndham community by providing quality services, managing growth; and supporting residents to lead healthy, safe, vibrant and productive lives, while protecting our local environment.

Council plays an important role in shaping and strengthening the quality of life for current and future generations of people living, working and visiting in Wyndham.

The City's mission statement recognises Wyndham City Council's role in planning for the future whilst also efficiently managing for today.

Our Mission will be faced with challenges as the City's population grows. Our ability to balance the 'triple bottom line' of people, place (natural and built) and prosperity will be governed by our roles and responsibilities under legislation. Council is committed to working in close collaboration with the community, drawing on a wide cross-section of contributors, including hard to reach groups through a variety of forums and partnerships to better engage, develop, represent, and communicate with our community. Council will fulfil its statutory and legal obligations to the community and manage the municipality in a financially sustainable manner to meet the current needs of our community and those of future generations.

Our Vision

“Diverse people, one community, our future”

The vision aspires for Wyndham to be one community of people from many different cultures, working together for the good of the community now and into the future.

In working towards achieving this vision of an inclusive City, Council foresees an approach in which:

- A diversity of backgrounds, cultures and ideas are respected;
- The City partners with its community to meet community aspirations; and
- The community is consulted on how community objectives are set, prioritised and achieved.

Our Values

We are committed to implementing the core values in our corporate and community planning. Our values are important to us because they place special emphasis on ‘future focused decision making’, and engaging with all sectors of our community. Our values demand that we act with integrity and advocate strenuously on behalf of our community.



Community Focus

Working for and with the community in the best interests of Wyndham.



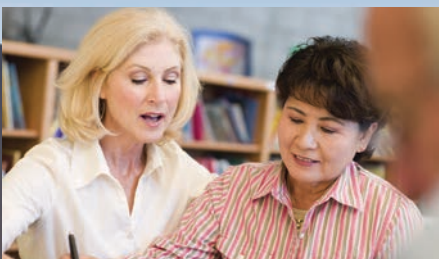
Integrity

The consistent commitment to apply moral and ethical behaviour, encompassing honesty, openness and respect.



Respect

Being conscious and aware of others’ values, beliefs and opinions, appreciating that they could be different from our own and treating them accordingly.



Commitment

To consistently adhere to our core values through our commitment to achieving our vision and mission.



Leadership

Creating an environment that empowers individuals, the organisation and the community to achieve our vision and mission.



Teamwork

The ability of a group of individuals to work collaboratively and collegially to achieve agreed outcomes by the team.

The Year In Review 2016-2017

Highlights



Theme 1: People



Reconciliation

Council's first *Reconciliation Action Plan (RAP)* 2017-2019 was developed, with extensive engagement across directorates and key departments. Highlights have included the establishment of the RAP Management Group to steer the final stages towards adoption, implementation and review over the next two years. A Reconciliation Week Dinner on 1 June 2017 was an opportunity for community and Council to celebrate the collaborative work of creating the Possum Skin Cloak for Reconciliation (pictured above) over the last year and the shared vision that it provides for a reconciled future.

Photo (above) by Xavier Smerdon

Sons of the West

Wyndham City, in partnership with the Western Bulldogs Community Foundation, delivered the Sons of the West (SOTW) program. Over 180 men consistently attended the ten week SOTW program, completing health education sessions and structured and fun physical activity. Topics focused on mental health, nutrition, addiction, family violence, gender equity, prostate cancer and heart health. The program incorporated a leadership component for fourth year graduates, with eight men a part of the Wyndham Leadership Academy.

Wyndham Arts

In 2016/17, Wyndham Arts presented 'RACE', which is a broad series of inclusive events that focused on issues of race and racism. Activities included an exhibition featuring the work of Indigenous and non-Indigenous artists. Live events at the Wyndham Cultural Centre including 'Sapologie' - a program of music and spoken word poetry and the 'Unpacking RACE' a public forum with highly recognised social commentators, writers and activists.

Photo (left) by Nicola Dracoulis



Theme 2: **Place**

Development Assessment

Informed by Council's Priority Development Facilitation Policy, a Priority Development Assessment Process has been implemented. This has the aim of delivery fast track planning approvals for high employment generating investment.

Providing confidence to potential investors and business, this initiative was successfully implemented for major projects including the delivery of Target Australia's head office, Isuzu Australia's

National Spare Parts Distribution Centre and head office and industrial developments for the Reject Shop, Couriers Please and Rand Refrigerated Logistics.

Chirnside Park Hub Redevelopment

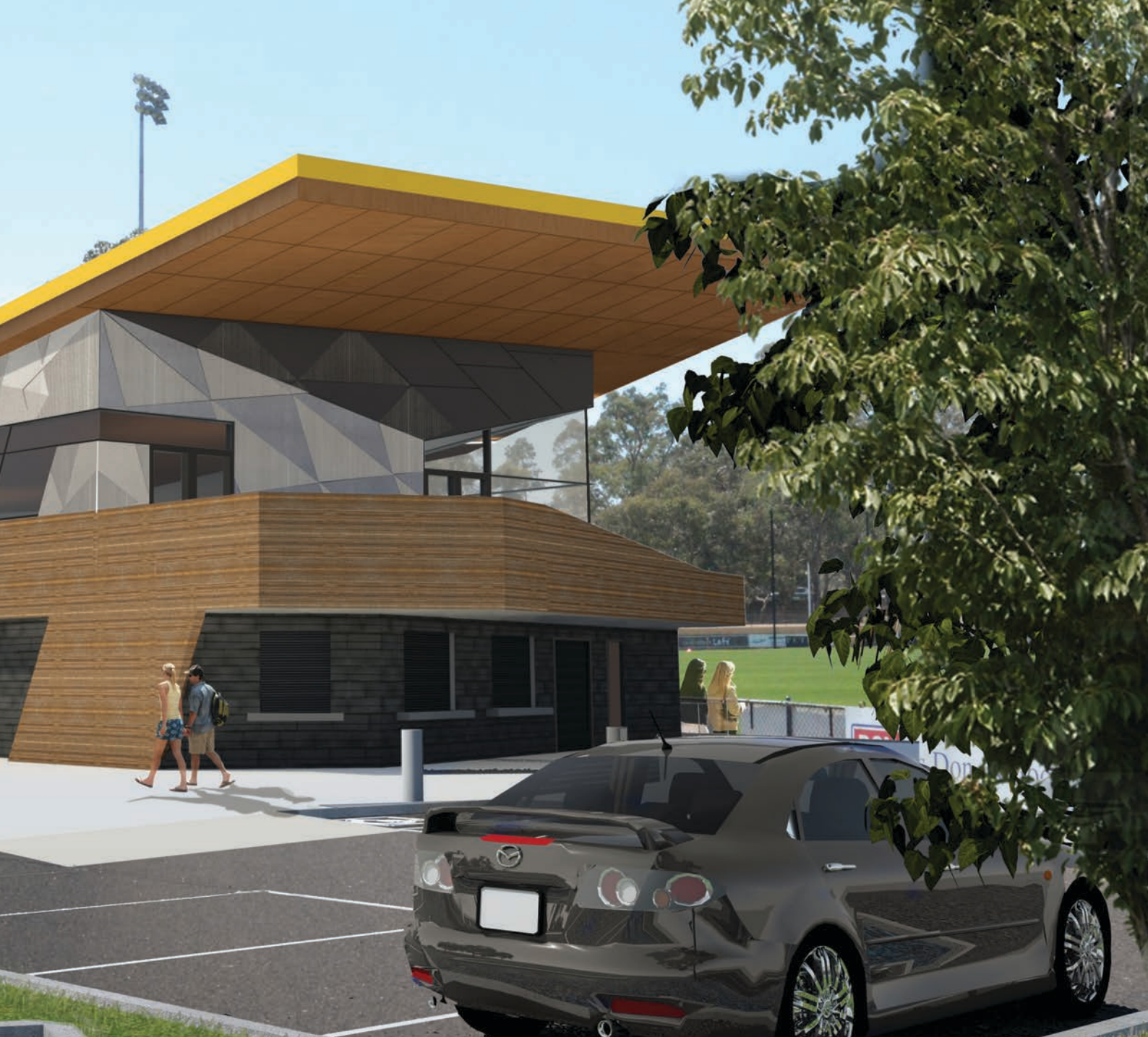
The major \$11.7 million redevelopment of the Chirnside Park Hub commenced in October 2016 and is due for completion early 2018. This redevelopment will position Chirnside Park as one of the

premier event venues in the city. It will provide community spaces and function rooms and will be supported by the Werribee Football Club, Werribee Cricket Club and the North Melbourne Football Club's 'The Huddle'.

Image: 3D perspectives JMA Architects

City Events

A program of successful and popular events and activities were run in the Werribee City Centre and Hoppers Crossing Shops. This included the



Winter Street Party which attracted 5,000 visitors, music events, movies, Easter Egg Hunt and Christmas activities. Over 12,500 people attended across all events.

Image (right) by Julie Renouf

Review of Road Maintenance Services

Council completed a review of its road maintenance service levels in developing a new Road Management Plan during

the year. A new Plan is required with each change of Council, and this review was undertaken with further engagement with the community. This Plan sets out when inspections of roads will occur and how quickly Council will respond to repair potholes, signs and other street assets. The consultation included random phone surveys, a stall at a Community Listening Post and public notices in papers. The updated Road Management Plan was adopted at the June 2017 Council meeting and is available on Council's website.





Theme 3: **Service**

Wyndham Library Service Strategy 2018-2040

In 2016/17, work commenced on developing the *Wyndham Library Service Strategy 2018-2040*. The new Strategy will provide a strategic and integrated framework and direction for Council's ongoing provision of contemporary library services and facilities in a period of continued growth. Extensive community consultation and engagement was undertaken in early 2017 to inform the strategy with over

2,000 library users providing input, as well as Council staff and community organisations. The draft *Wyndham Library Service Strategy 2018-2040* went to Council briefing on 11 July 2017.

Photo by Tim Marcus

Development Contribution Plan Project Implementation Programs

The Wyndham North and Wyndham West Development Contribution Plan



Project Implementation Programs (DCPIPs) have been prepared to assist Council's delivery of local infrastructure that is aligned with residential growth. Infrastructure funded through the Development Contributions includes roads, bridges, culverts, intersections, community facilities and active recreation reserves. The DCPIPs have become a critical element in delivery of infrastructure paving the way for increased private investment, visitation and activation.

Wyndham Sports Strategy 2045

The *Wyndham Sports Strategy 2045* has been under development over the 2016/17 financial year and will be presented for adoption in October 2017. This strategy will help inform what sport and recreation facilities will be required to 2045 and where they should be located to ensure the best outcomes for the community. The strategy will help inform planning of facilities over the next five years.

Theme 4: **Environment**

Greening Wyndham

Council planted over 20,000 shrubs and groundcovers and 25,000 trees in Wyndham's parks, and a further 23,000 plants in conservation areas. This significant greening initiative will improve liveability in Wyndham and provide habitat for native birds and animals. Approximately 14,000 of the trees were planted by the community at planting days at five different locations.

Centralised Computer Managed Irrigation

A centralised computer managed irrigation system was installed for Wyndham's ovals and parks. As a result, water consumption dropped 8% in 2016/17 whilst still providing high quality turf on our sporting grounds. The system uses data about grass irrigation requirements and weather to determine the best time to water. Further savings in irrigation water are anticipated in 2017/18, with a target of a 15% reduction overall.

Smart Waste Initiatives

Two smart waste initiatives have been implemented with reverse vending machines and solar compactor bins being installed across Wyndham. The reverse vending machines accept plastic bottles and cans and in return, provide users with discounts and prize entries to local attractions. Over 21,000 containers have been collected since installation.

Thirty-two solar powered compacting bins have been rolled out, each holding up to 600 litres of material, five times the capacity of our existing street bins. The solar panels on top power the bins to automatically crush material inside allowing extra capacity. The accompanying software platform means we can monitor when the bins are full, resulting in fewer trips by collection trucks, cost savings and less pollution in our local environment.

Photo by Darren Roberts

Large Solar Installation

Completion of Wyndham City's Large Scale Solar project with the rollout of more than 2MW of solar panels across Council's major buildings and facilities took place in 2016/17. The project will reduce Council's annual energy bill by more than \$380,000 and reduce greenhouse gasses by more than 2,000 tonnes per year. Some buildings with high night energy use will also have leading edge battery storage technology installed to further save energy.







Theme 5: **Organisational Excellence**

WynLens takes National Award for Excellence in Local Government

The WynLens – Visualisation, Analysis and Modelling of a Holographic City project was selected from a field of ten categories and awarded the prestigious National Award for Excellence in Local Government at the gala event held in Canberra on 20 June 2017.

The WynLens project helps to enhance community engagement and improve planning outcomes by enabling residents to visualise local surroundings using interactive 3D and immersive landscapes. The WynLens project also won the Federal Government's Innovation to Create More Liveable Australian Cities award.

Excellence @ Wyndham Projects

Wyndham ran a targeted program focussed on achieving operational efficiencies and addressing long term business planning and financial sustainability objectives. Projects included a co-ordinated approach to corporate contract management, and reviews of Fringe Benefits Tax, printing services, corporate purchasing processes and uniforms.

Further improvements were achieved through service reviews, continuous improvement projects, the application of the Australian Business Excellence Framework and consideration of contemporary business models that include shared services.

Changing Spaces

With the introduction of Our Wyndham Towards 2040, an exciting and ambitious vision has been set to propel Council into a new era of community support through innovation and a more collaborative internal culture. The Changing Spaces project is a new way of working where we can use a range of spaces and settings supporting staff to complete specific tasks such as learning, focusing, collaborating and socialising, rather than spending the day at an assigned workstation. Integral to the strategy is the interaction between the four enablers – people, place, process and technology – and how they help us achieve a contemporary workspace which supports the wider community.

Challenges

Theme 1: **People**

Family Violence

Family violence continues to be a significant problem affecting the Wyndham community. Council is working in partnership with agencies to advocate for relevant services and to ensure that the outcomes of the Royal Commission into Family Violence and subsequent State Government funding helps prevent and address the impact of family violence on our community.

Theme 2: **Place**

Investment Attraction

The structure of the global economy is changing and Wyndham, a city developed on the back of a traditional industrial sector, must continue to adapt to be a competitive force in the future economy. A targeted investment attraction plan supported by online platforms and tools are key initiatives that will be implemented to drive the delivery of new businesses and jobs to Wyndham City.

Theme 3: **Service**

Implementing more responsive Town Planning Services

A suite of new planning services have been developed and are being implemented to meet the changing demand for planning approvals in Wyndham. Developed in conjunction with the Victorian Planning Authority, there are now separate processes for

assessing permit applications, generating employment and economic growth, sequential residential land sub-division, and for other development requiring a planning permit. Each service aims to better meet the needs of applicants while ensuring good planning decisions are made in accordance with the Wyndham Planning Scheme.

Theme 4: **Environment**

Sustainable Waste Disposal

Wyndham owns and operates the Wyndham Refuse Disposal Facility (RDF), which accepts all of Council's waste from kerbside collections, and waste from other councils and commercial operators. The RDF has been in operation since 1975. The RDF currently recovers some resources from waste at the Transfer Station but most waste is sent to landfill.

A key focus for 2017/18 will be obtaining EPA approval for the operation of the site over the longer term, identifying opportunities for resource recovery from waste received, improving the landscaping, and rehabilitation of closed landfill cells and the overall site.

Theme 5: **Organisational Excellence**

Rate Capping

Council did not apply for a variation above the State Government's rate cap of 2%. Rather, Council decided that prior to considering any future variation, information about Council's future

financial challenges needs to be shared with the community. Communicating complex financial modelling in an accessible way will be a challenge the Council has flagged as critical. This is so the community can be part of future decisions on growing infrastructure and service needs in Wyndham.

Asset Management

Council is responsible for a vast and diverse asset portfolio. It ranges in scale and includes street and park furniture, roads and drainage, parks, playgrounds, buildings and facilities. A key challenge is ensuring that appropriate systems, processes and resources are in place to manage the volume and diversity of assets in Council's control through their life cycle and to plan for renewal and replacement.

Advocacy

On-going advocacy is required for better Wyndham outcomes given major projects and work with State Government agencies, authorities and other major stakeholders. These projects include the West Gate Tunnel project, Outer Suburban Arterial Road project, M80 Freeway Upgrade and Level Crossing Removal Authority, with the challenge to ensure optimum solutions are implemented while ensuring minimal disruption to Wyndham residents and businesses during their lifetime.

Message from the Mayor



This is the first annual report for the newly elected Council and we are extremely proud of the achievements and positive outcomes we have delivered for our community this past year.

In 2016/17, Wyndham City celebrated the completion of major projects supported by the previous and current Council, including the widening of Dohertys Road and the construction of the Hummingbird Boulevard Sports Pavilion and Reserve. We also began work on a number of important community infrastructure projects including the redevelopment of Chirnside Park and the widening of Tarneit Road.

Our Wyndham community is increasingly diverse and this year we have had the pleasure of hosting and supporting events to celebrate significant days of cultural celebration such as Chinese New Year, Eid Festival, Diwali Festival, and many more. Our residents also participated in our Harmony Day and National Refugee Week celebrations.

Wyndham has a rich Aboriginal heritage and last year we began our commitment towards reconciliation with the creation of a Possum Skin Cloak, bringing Aboriginal and non-Aboriginal people together. We have released our draft *Reconciliation Action Plan 2017-2019* – our commitment to acknowledge

and engage with the diverse Aboriginal community of Wyndham and make this city inclusive and equitable for Aboriginal and non-Aboriginal people.

Council's core role is to provide essential services for our rapidly growing community. It is an ongoing challenge to find the right balance between providing for community needs and what we can afford. With the introduction of rate capping in 2016/17, it has been a tougher challenge and as a Council we have looked for ways to do more with less.

Education and learning is one of our key priorities and libraries play an integral part in community learning. In the last 12 months, a total of 1,035,131 people visited a Wyndham library – testament to the wonderful services and programs that are available in our five libraries. Council also received State Government Funding to assist in upgrading the Point Cook Library and ensure that it meets the growing demand from our community.

Council worked in partnership with community groups and organisations to deliver fantastic programs including the Wyndham Building Blocks Program, L2P Driving Program and the Wyndham Learning Festival that benefit our residents.

Advocating to State and Federal Governments to ensure we get the funding we need remains a priority. In November 2016, Council welcomed \$1.8

billion in State Government funding to upgrade Wyndham's busiest roads, a great result of our sustained advocacy through the Get Wyndham Moving campaign.

Council is committed to ensuring Wyndham is a liveable city for all with a prosperous local economy and employment. In the last year, we have seen high calibre investments such as the future relocation of the Target Head Office and the emergence of many new businesses in our industrial precinct. The redevelopment of the Werribee CBD is well underway, with the four catalyst site developments now confirmed.

My fellow Councillors and I would like to take this opportunity to thank all of our residents and business owners for supporting our vision for Wyndham and our community's future. I would also like to thank the previous Council for their contribution and dedication in delivering the best outcomes for our community. Lastly, I would like to acknowledge all Council staff for their efforts and commitment in achieving a high level of performance and service delivery in all that they do.

I look forward to another exciting and challenging year for us here at Wyndham City and I am confident that we can achieve our aspirations and continue making this city a place for people and a home for everyone.

Cr Henry Barlow
Mayor

Message from the CEO

On behalf of Wyndham City, it is my pleasure to present this Annual Report, outlining the organisation's performance through 2016/2017.

It has been another exciting and challenging year for Wyndham City. The organisation achieved excellent financial results and delivered several major infrastructure projects and essential services for the community.

Council delivered a total of \$82.2 million in capital works projects which include significant road projects, such as the duplication of Dohertys Road and Tarneit Road. We have also seen the completion of new reserves and pavilions at Hummingbird Boulevard in Tarneit and Mainview Boulevard in Truganina, which will cater to the growing populations in these areas. A new kindergarten has been built at Truganina South and several local parks and reserves have been redeveloped in this financial year. In addition, the redevelopment of Chirnside Park and construction of Talliver Terrace Park (Skeleton Creek Bridges) are well underway and are anticipated to be completed at the end of 2017.

These key projects continue to demonstrate Council's commitment to deliver quality infrastructure that meets the needs of our diverse and growing community.

Council continued to campaign strongly to the State and Federal Governments on behalf of residents to secure funding towards essential infrastructure and services for the community.

We welcomed the State Government's announcement of \$1.8 billion in funding through the Western Outer Suburban Arterial Roads (OSAR) program. Following years of advocacy including the Get

Wyndham Moving Campaign, this is great news for Wyndham as our City will be the main recipient of this funding. It will include the duplication and widening of some of Wyndham's busiest roads.

The H3 Wyndham Alliance received \$15 million in State Government investment to address issues of housing insecurity and homelessness in the City. The funding helps provide access to sustainable housing and provide support services including family violence support, youth support, mental health, drug and alcohol counselling, legal and financial help.

These outstanding funding allocations and announcements are pleasing outcomes for all the advocacy work that past and current Councillors and Council officers have done on behalf of our community throughout the years.

Growth remained a major challenge for Council. As our community continues to grow and expectations increase, we need to ensure the Wyndham City remains equipped to actively respond to changes.

As the level of government closest to the community, Council is best placed to work with local residents, understand their aspirations and develop services and solutions that reflect their priorities. This is a community-first response and it is about using the strengths of our local institutions to create bottom-up solutions for top-down challenges.

Responding to these ongoing challenges requires vision and leadership. As an organisation we have to look at ways we can engage more and communicate better with our residents as well as other tiers of government.

It is important that we put the customer at the core of everything we do. This ensures we deliver high quality services and outcomes for the community.



All of these are part of our action plan to achieve our Wyndham 2040 vision to continue making Wyndham a place for people. This vision inspired the need to develop a contemporary organisation design that will enable Council to deliver to community expectations within a new local government model.

We continued our work on Our Wyndham, Toward 2040, which was launched in 2015 to help us reshape our organisational structure and enable the organisation to better meet the emerging needs and aspirations of the community.

The introduction of rate capping is one of the many challenges Wyndham City will face in the coming years as new ways of working, doing business and governing emerge rapidly and sometime, out of nowhere, in our fast-paced world.

The challenge is to become leaders of transformational change, not only within Local Government, but more importantly as change leaders for our communities.

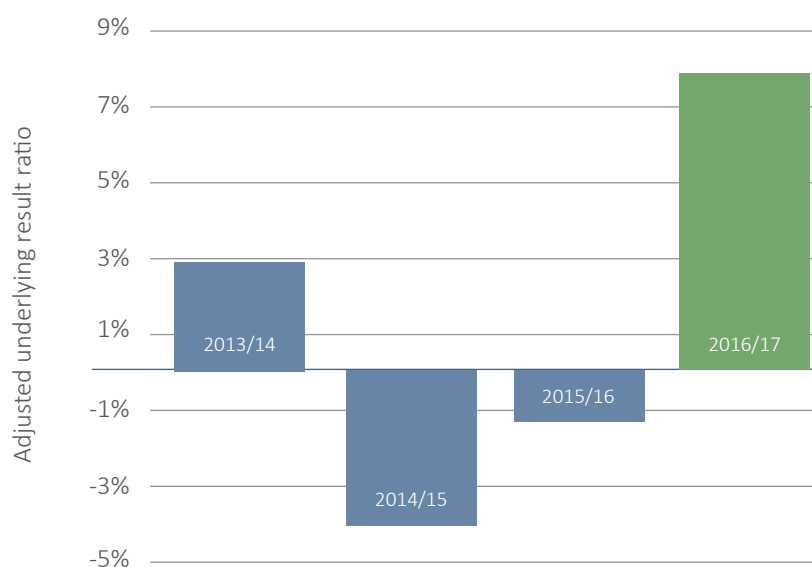
I would like to take this opportunity to thank all of the former and current Councillors for their commitment in serving the Wyndham community. I would also like to extend my sincere thanks to all staff for their significant contributions in the lives of over 213,000 residents who call Wyndham home.

Kelly Grigsby
Chief Executive Officer

Financial Summary

2016-2017

Council's financial position continues to remain sound. A summary of our performance is outlined in the following pages. Detailed information relating to Council's financial performance is included within the Financial Statements and Performance Statement sections of this Annual Report.



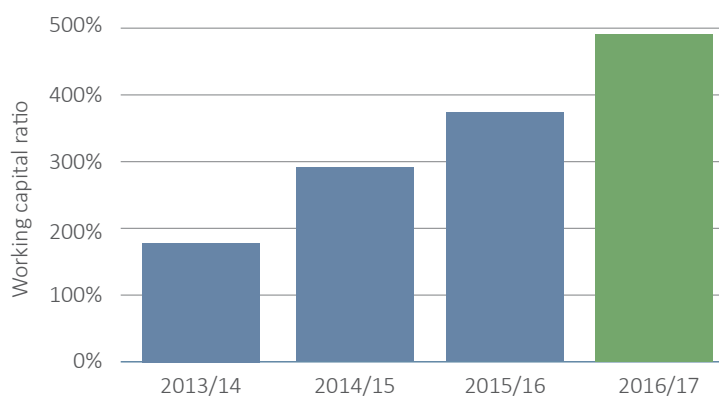
Operating Position

Council achieved a surplus of \$249.28 million in 2016/17, which is higher than the prior year surplus of \$176.98 million. This surplus is reported based on the Australian Accounting Standards and includes all revenue received in the financial period, including gifted subdivisional assets (non-monetary), developer contributions and grants towards capital works projects.

A better measure of Council's operating surplus is the adjusted underlying result. The adjusted underlying operating surplus removes developer contributions and non-recurrent capital grants, and results in a surplus of \$25.0 million or 7.8% when compared to adjusted underlying revenue. The adjusted

underlying result for 2016/17 was partly elevated due to \$7.8 million of Financial Assistance Grants relating to the 2017/18 financial year being paid in June 2017. Taking out this early receipt, the adjusted underlying result would be 5.5%. Growth factors such as the increase in the number of properties coming into rating during the year was also a major contributor to this positive result.

Sustaining an adjusted underlying surplus is critical to Council's financial strategy as it provides the capacity to renew and add to the \$3.53 billion of community assets and infrastructure under Council's control.

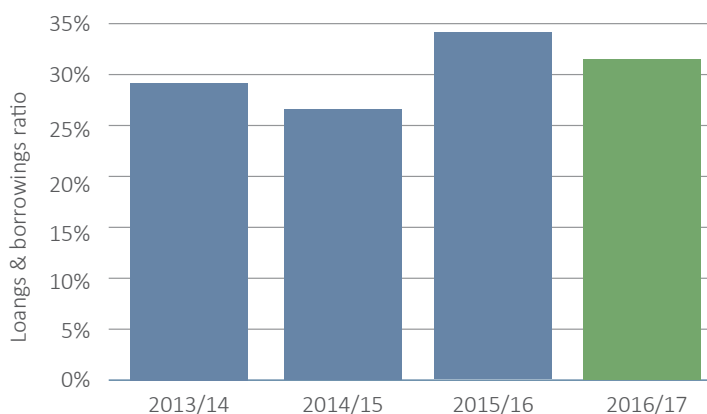


Liquidity

The working capital ratio which assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a percentage of current liabilities. Wyndham Council's working capital ratio has increased in 2016/17 to 490.1% from 378.2% in the prior year, which suggests a very strong financial position.

However, a significant portion of funds held by Council are deemed to be restricted funds based on how they can be utilised. The majority of restricted funds are from developer contributions which are tied to future community infrastructure in new development areas. The funds are held in reserve until it is time to deliver on those projects.

Excluding these developer contributions and other restricted cash, Wyndham Council's unrestricted cash ratio would be 150.5%, a healthy working capital ratio.



Obligations - Loans and Borrowings

Council aims to ensure that it is able to maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. Borrowings are sometimes required to fund the capital works program where intergenerational assets are being delivered. This means that future rate payers will contribute to the funding of these assets, which otherwise may not be affordable, and is viewed as a more equitable outcome.

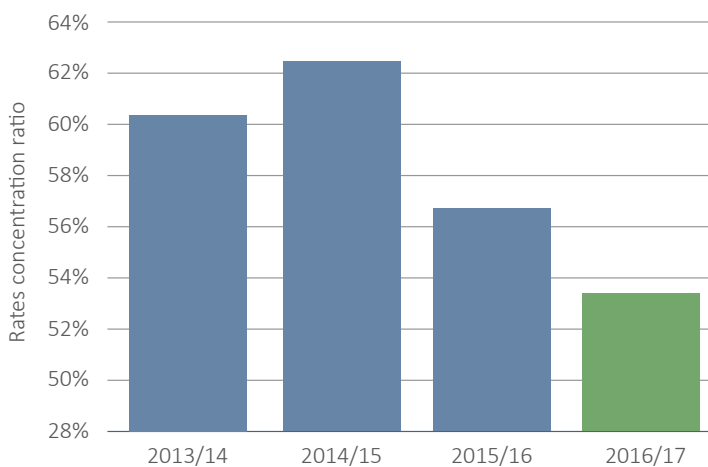
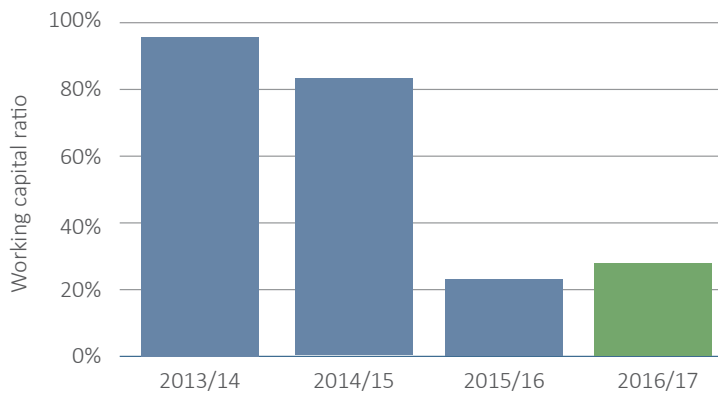
At the end of the 2016/17 financial year Council had borrowings totalling \$55.00 million which translates to a debt ratio of 31.8%. This is a measure that compares interest bearing loans and borrowings to rate revenue and is within the expected range of 0% to 70% as set by Local Government Victoria.

Obligations - Asset Renewal

Depreciation is an accounting measure to represent the decline in the value of assets. If an amount equivalent to depreciation is spent to renew assets, then the decline in the asset condition will be offset by the increase in value of assets renewed. For this reason, the Asset Renewal ratio indicates whether Council is allocating sufficient funds to maintaining infrastructure. The limitation with this ratio is that depreciation is calculated based on a straight line decline in the condition of assets, whereas in reality condition of infrastructure assets have a tendency to decline slower at the start of their useful lives and faster towards the end.

In the 2016/17 financial year Council's asset renewal ratio was 26.7%, considerably lower than the theoretical target of 100%. Wyndham City is considered a growth corridor, with a high level of new development. As Council's assets age, it is expected that the proportion of expenditure on asset renewal will increase.

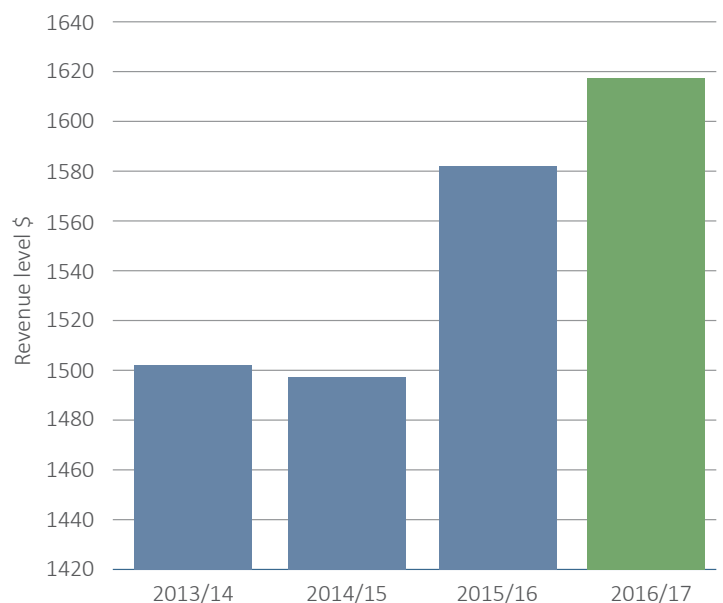
The higher asset renewal ratios in earlier years were due to the major refurbishments of the indoor aquatics centre and the regional sports centre.



Stability and Efficiency

Council's primary sources of revenue include rates, user fees, fines, grants and developer contributions. The rates concentration ratio decreased in 2016/17 to 53.4%, indicating a lower reliance on rates as a source of funding. This is also reflective of the rates capped environment which began in 2016/17.

The revenue level result provides an indicator of the average residential rate per residential assessment in a financial year. In 2016/17, Wyndham's average residential rate was \$1,617 which is consistent with the 2.5% rates cap that was set for the year.



What do you get for \$100?

See how your Wyndham Council rates are spent:



\$22.42

ROADS, FOOTPATHS
& BRIDGES



\$18.30

LAND &
BUILDINGS



\$10.14

COUNCIL
OPERATIONS



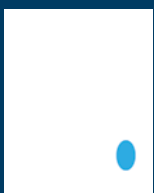
\$9.33

PARKS &
RESERVES



\$7.90

VEHICLES, IT
& EQUIPMENT



\$5.70

SPORTS &
COMMUNITY FACILITIES



\$4.91

ROADS & URBAN
PLANNING



\$4.66

CHILDREN, FAMILIES
& YOUTH SERVICES



\$3.51

COMPLIANCE
& ANIMAL



\$3.28

LIBRARIES



\$2.93

ENVIRONMENT,
WASTE & RECYCLING



\$2.67

COMMUNITY
CONSULTATION
& ENGAGEMENT



\$2.44

CULTURE
& TOURISM



\$0.86

ECONOMIC
DEVELOPMENT

Description of Operations



Wyndham City is responsible for many services. From family and children's services, traffic regulation, open space, youth facilities, waste management and community building, to matters concerning building development, planning for appropriate development and ensuring accountability for Council's budget.

This broad range of community services and infrastructure for residents supports the wellbeing and prosperity of our community. Council's vision, strategic objectives and strategies to further improve services and facilities are described in our City Plan for the 2013-2017 period and the associated 2016/17 Budget reported upon in this document. The delivery of services, facilities, support and advocacy to achieve the strategic objectives is measured by a set of service performance indicators and measures.



Major Capital Works

During the 2016/17 year, completed major capital works included the following:

Hummingbird Pavilion & Car Park

A new \$2.5 million sports pavilion and car park have been built for the reserve on the corner of Hummingbird Boulevard and Cloverdale Road in Tarneit. The purpose of the new pavilion is to serve local clubs and community members, with two rectangular sporting fields and additional play and BBQ facilities.

Clearwood Drive Reserve Pavilion & Car Park

A new \$2.7 million sports pavilion and car park has been built for the reserve on Clearwood Drive in Truganina. The purpose of the new pavilion is to serve local clubs and community members, with two rectangular pitches and cricket oval overlay, fences, goals and passive reserve infrastructure and additional play and BBQ facilities.

Dohertys Road duplication (pictured)

The \$6.7 million project to duplicate Dohertys Road between Fitzgerald and Foundation Roads from two to four lanes was completed in November 2016, a month ahead of schedule. The duplication benefits thousands of drivers, with Council's latest Traffic Volume Report showing that almost 17,000 vehicles use Dohertys Road every day.



During the 2016/17 year, the following major capital works commenced:

Chirnside Park Pavilion

Chirnside Park Pavilion is currently under construction, with an anticipated completion date in mid-December 2017. There are several funding partners including Federal and State Governments, AFL Victoria and the Werribee Football Club. The total cost of the building is \$11 million, which will provide additional community spaces as well as football club rooms. The community space known as the North Melbourne Huddle will run settlement programs for refugees through football programs at the Pavilion.

Baden Powell Skate Park

A \$3.9 million regional skate park is being developed with passive recreation

space and community picnic facilities in the area.

Skeleton Creek Pedestrian Bridge and Talliver Terrace District Park

(pictured)

The Skeleton Creek Pedestrian Bridge is a combined project with the Talliver Terrace to link into a district park, an area which currently lacks quality open space. The \$3.5 million project includes a new 1.3 hectare district park connecting to the existing shared path network on both sides of Skeleton Creek. Talliver Terrace Park will feature netball and basketball spaces, play equipment and play areas, shelter, barbeque areas and a toilet facility connecting communities.





Major Advocacy and Project Achievements

During 2016/17, Council worked hard not only to advocate for Wyndham's needs but also to scope and suggest solutions to other levels of government.

This year has seen notable collaborations and campaigning alongside community groups, as well as other external organisations to address our priorities.

Although Council is not directly funded to provide the full range of infrastructure and service needs for our rapidly growing Wyndham, we accept our leadership role to advocate for more funding, better planning and further

collaboration.

This year, we have gained further traction on two key advocacy and project themes, including:

- Housing growth must be accompanied by timely provision of infrastructure and local jobs; and
- Werribee is well-positioned to be the new Capital of Melbourne's West.
- Both themes are supported by 2016 Census results which show that in the last five years Melbourne's West has grown almost twice as quickly as the rest of Victoria and Wyndham has grown by 34.4%.



Major Advocacy Wins

Youth Detention Centre (pictured)

Council successfully lobbied and campaigned alongside the community to move the State Government's Youth Detention Centre from a highly sensitive site in Werribee South near Point Cook. During this process and afterwards, Council continued advocating for the establishment of a Werribee Justice Precinct, gaining in-principle support from the State Government.

Wyndham Justice Precinct

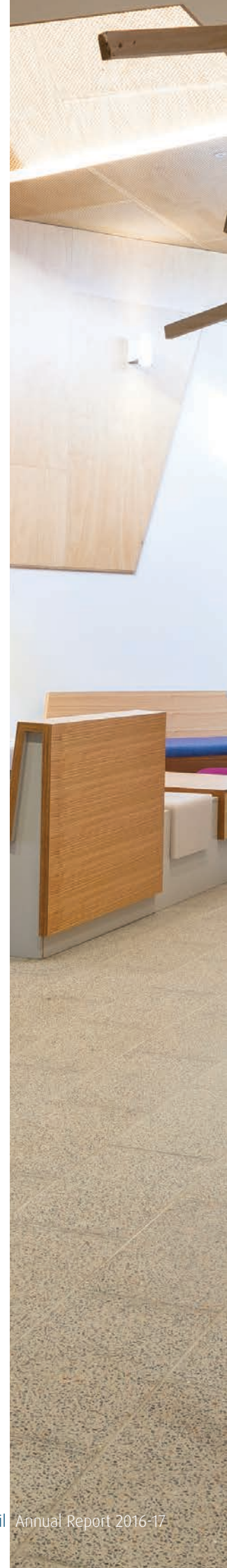
In 2016/17 Council successfully worked in partnership with Victoria Police, Courts Services Victoria and other State agencies to support the development of the Wyndham Justice Precinct (WJP). The WJP will provide safe, easily accessible justice and related community services in one location. The achievement reflects the value of collaborating with different agencies and the State Government in working towards what will be the first large scale, integrated justice precinct in an outer growth area.

East Werribee Employment Precinct

An expected announcement from the State Government and Australian Education City did not occur this financial year, we have continued to advocate for the importance of delivering the East Werribee Employment Precinct as a national employment and innovation cluster and a centre for thousands of local jobs which will ease commuter congestion.

Funding for the H3 Wyndham Alliance

The H3 Wyndham Alliance is a partnership of agencies representing health, housing and homelessness in the Western Melbourne area. After years of advocacy, the H3 Wyndham Alliance received \$15 million investment from the State Government to address issues of housing insecurity and homelessness in the City. The funding helps provide access to sustainable housing while providing wrap around services to support those who need a greater level of assistance, including family violence support, youth support services, mental health, drug and alcohol counselling, legal and financial help.





Major Project Wins

Following years of advocacy, one of the largest road investments to cater for our rapid population growth occurred, with a \$1.8 billion program of upgrades and maintenance in Wyndham or nearby.

The Western Outer Suburban Arterial Roads (OSAR) program will be of long-term benefit for Wyndham. Council is working with VicRoads and other stakeholders to ensure this State Government program is implemented in ways to minimise disruption. Western OSAR projects include:

- Derrimut Road in Tarneit;
- Dohertys Road in Laverton North;
- Dohertys Road in Truganina;
- Duncans Road and Princes Freeway interchange in Werribee and Werribee South;
- Dunnings Road and Palmers Road corridor Point Cook;
- Leakes Road in Truganina;
- Palmers Road in Truganina; and

- Princes Freeway and Forsyth Road interchange in Hoppers Crossing.

The State Government allocated \$11.4 million in the 2017/18 Budget to upgrade ageing irrigation infrastructure in the **Werribee Irrigation District**. This will see 39 kilometres of open channels replaced with pipelines, saving 5 billion litres of water a year. The project will:

- Support 660 existing jobs as well as help to create 18 new on-farm positions;
- Use two-thirds of the water saved on irrigation to boost agricultural production and irrigation system reliability; and
- Return one-third of water saved to the environment.

Our new **Saltwater Community Centre** (pictured) was opened this year and has won two architectural awards, including a Melbourne Sustainable Architecture Award. Bringing family services and kindergarten under the one roof, the new community hub has:

- Rooms for maternal and child health

consulting, playgroups, parenting groups and computer learning;

- An artist-in-residence studio;
- Outdoor amphitheatre;
- Community garden; and
- Kitchen.

The **Williams Landing parkland pilot site for the Greening the Pipeline project** was also completed. The project runs between Triller Court and Mallard Close (see picture below) and showcases the potential of the Federation Trail and Main Outfall Sewer reserve to serve as a green linear parkland. The project aims to improve local amenity, health, build community connections, active transport and reduce water use.

After many years of working with our local Member of Parliament Tim Pallas, this year the State Government funded \$15 million to purchase 20 new or built properties, and up to 50 leased properties to support those who are homeless or at risk of homelessness in Wyndham. This much needed investment in our **H3 Wyndham Alliance** is projected to help more than 1,700 people doing it tough in Wyndham.



EXISTING CONDITIONS



The Greening the Pipeline pilot project at Williams Landing. Concept design by Henry Architects. Image: Courtesy Melbourne Water

ARTISTS IMPRESSION



Rewarding our efforts and vision for the future

Following a significant restructure of the organisation and the creation of a new Smart City department, Council's efforts were recognised this year.

The Federal Government's Minister for Local Government congratulated Wyndham City as the winner of the 2017 National Award for Excellence in Local Government (pictured above) for our mixed reality WynLens project. It also won the Federal Government's Innovation to Create More Liveable Australian Cities award.

WynLens enhances community engagement and improves planning outcomes by allowing residents to visualise local surroundings using interactive 3D and immersive landscapes.

More integrated and transparent policy decisions

Two major policy integration achievements occurred with the

adoption of Wyndham City's first ever Integrated City Plan and Budget. In order to improve transparency and information for the community, we incorporated a number of legislated documents including the City Plan, Strategic Resource Plan and the Annual Budget for the first time.

North Wyndham and West Wyndham Developer Contributions Implementation Plans also became regular public reports during the year. The aim of these plans is to improve community understanding of the gap between growth and infrastructure delivery and the partial contributions that developers make to this much-needed community infrastructure.

Freeze on Rate Capping

Council did not apply for a variation above the State Government's mandatory 2% rate cap during 2016/17. Instead, Council chose to:

- Continue to advocate for a separate growth Council category to be established;

- Seek more funds to allow it to develop much needed hard and soft infrastructure;
- Focus efforts on information and data gaps identified from the last application process and Essential Services Commission findings; and
- Develop a meaningful and transparent Community Engagement Plan for future community discussions on Council's financial future.

The Municipal Association of Victoria passed two Wyndham motions at its 2017 May State Council Meeting including:

- Supporting establishing a growth category within the State Government's rate capping framework; and
- Changing Victorian Auditor General Office accounting standards that see impression that Council's non-monetary contributions incorporated as revenue.

Our Council


City Profile

The City of Wyndham is located on the western edge of Melbourne, between the metropolitan area and Geelong. Wyndham covers an area of 542km² and features 27.4 km of coastline bordering Port Phillip to the east.

As a meeting place for people of the Kulin nations, Wyndham City has a rich and diverse Aboriginal cultural heritage. The City of Wyndham has a population of 228,088 people. As the second fastest growing municipality Victoria-wide (6.15% and 13,216 persons), Wyndham

is characterised by its strategically placed location with excellent logistic connections to air and sea ports. The City also offers intensive agriculture at Werribee South, major retail precincts and the Werribee Park tourism precinct- one of the largest and most frequently visited tourism destinations in metropolitan Melbourne.

The City is large and diverse. The principal areas of population are Werribee, Point Cook, Hoppers Crossing and Tarneit, with substantial residential growth occurring in Truganina and Wyndham Vale, and continuing in Point Cook and Werribee. Werribee South Foreshore is recognised as the broad leaf vegetable capital of Australia and has over 3,000 hectares of cultivated land.



Wyndham is the second fastest-growing municipality in Victoria, growing at a rate of

6.15%

This is an additional

13,216

persons, or

254

new residents per week between 2015 and 2016

The current population of the City of Wyndham is

228,088

(as at June 30, 2016)

The City's population set to reach

424,476

people by 2036



Wyndham estimates

75,281

dwellings in 2016 potentially growing to

146,998

dwellings by 2036

The City also has a major industrial area at Laverton North.

Once described as 'the country suburb' Wyndham has reinvented itself as a City of choice for many people choosing to live the 'City.Coast.Country' lifestyle.

Now a thriving locality, Wyndham boasts state of the art sporting facilities Aqua Pulse and Eagle Stadium, first-class shopping precincts, an impressive events calendar and quality entertainment outlets. Wyndham City continues to support the development of close-knit communities that are becoming increasingly culturally diverse. The top ten most commonly spoken languages other than English are Punjabi, Hindi, Mandarin, Filipino/Tagalog, Arabic, Urdu, Gujarati, Italian, Telugu and Karen.

- Wyndham is the second fastest growing municipality in Victoria, and fifth fastest in Australia
- The population of Wyndham increased by an estimated 36.8% in five years (2011-2016)
- This is an additional 61,389 people, on average 12,278 people per year, or 236 new residents per week (based on ABS Estimated Resident Population 2016)
- This trend is set to continue, with the population forecast to reach 424,476 by 2036
- The 2016 estimated resident population of the City of Wyndham is 228,088
- Wyndham estimates there were 75,281 dwellings in the municipality in 2016, with the potential to grow to 146,998 by 2036

Councillor Profiles

Cr Henry Barlow (Mayor)

Chaffey Ward

P: 0428 747 839 / 9742 0865

E: henry.barlow@wyndham.vic.gov.au

About me: A resident of Wyndham for over 50 years, Cr Henry Barlow first became a Councillor in 1997, representing the Chaffey Ward. Henry has completed courses in OH&S for Health and Safety Representatives; Managing Conflict, Melbourne University; Governance for Boards; Negotiation & Crisis Intervention; Media Training and Communication Skills. Henry has held management positions in business development, sales and telemarketing. Henry was a political advisor for Victorian State Ministers and Treasurer and was an electoral officer for Federal Members of Parliament including Nicola Roxon and Julia Gillard.

Cr Barlow holds two Portfolios, Cultural Diversity and Growth and Transport. Cr Barlow represents Council on the Municipal Association of Victoria (MAV) Multicultural Committee; MAV Professional Development Reference Group; MAV Transport and Infrastructure Committee; Interface Councils Forum; National Growth Areas Alliance (NGAA) and Reconciliation Advisory Committee.

Years of service:

- 1997-2000
- 2000-2003 (Mayor 2000/01)
- 2003-2005 (Mayor 2004)
- 2005-2008
- 2016-2020 (Mayor 2016/17)



What I love about Wyndham:

“Wyndham historically accepts people from all over the world. From a small farming town mid-way between Melbourne and Geelong we have become the home of over 213,000 people. We have multiple tourism attractions, a variety of housing styles to suit singles to large families and many sporting fields along with a wonderful indoor stadium and swimming pool facilities.”

Chaffey Ward

The Chaffey Ward is situated in the centre of the municipality. It comprises part of the suburbs of Werribee and Hoppers Crossing and is primarily residential in nature. Pacific Werribee, Wyndham Leisure and Events Centre, Youth Resource Centre and Riverbend Historical Park are located within the Chaffey Ward.



Cr John Gibbons

Chaffey Ward

P: 0428 995 849

E: john.gibbons@wyndham.vic.gov.au

About me: John Gibbons, was first elected to Council in 1979 and was Mayor of Shire of Werribee for two terms from 1983-1985 and Mayor of the City of Werribee in 1992-1993.

Cr Gibbons is Council's Tourism and Major Events Portfolio Holder, which covers City image, tourism development and event attraction.

A Werribee resident for more than 40 years, Cr Gibbons is a Foundation Member of Victoria University and in 2004 he received an Order of Australia Medal for services to the community and education.

Qualifications

- Order of Australia Medal (OAM)

Years of service:

- 1979-1982
- 1982-1985 (Mayor 1983-84 and 1984-85)
- 1985-1988
- 1988-1991
- 1991-1994 (Mayor 1992-93)
- 2012-2016
- 2016-2020

Cr Walter Villagonzalo

Chaffey Ward

P: 0429 641 233

E: walter.villagonzalo@wyndham.vic.gov.au

About me: Cr Walter Villagonzalo is a first term Councillor representing Chaffey Ward with more than 20 years of full time volunteer experience in the migrant community, of the local Wyndham area and the western suburbs of Melbourne. Walter is a member of Victoria's Ministerial Council for Volunteers. In 2014, Walter received a Paul Harris Fellow by Rotary International for his continued service to the community. In 2015, Walter was named Citizen of the Year, as well as receiving the Community Engagement Award from the City of Wyndham.

Walter is passionate about building stronger communities and creating local jobs for local residents. He is a social entrepreneur and is the founder and President of The Migrant Hub. At the 2016 national awards celebrating excellence in social enterprise, Walter

What I love about Wyndham:

"Wyndham has grown so much since my family moved here 29 years ago. What is great about Wyndham today is its diversity, sense of community and enormous economic potential."

was named Social Enterprise Champion. Walter holds the Future Focused Economy Portfolio and is Deputy Chair for both the Smart City and Environment and Sustainability Portfolios. He represents Council in the RDF (Wests Rd) and Waste Management Community Reference Group; Western Region Environment Centre (WREC); Werribee City Centre Strategic Partnership Group and the Youth Detention Community Advisory Committee.

Years of service:

- 2016-2020



Cr Josh Gilligan

Chaffey Ward

P: 0429 078 039

E: josh.gilligan@wyndham.vic.aov.au

About me: Cr Gilligan was elected to Council in 2016. He recently graduated with a Bachelor of Arts and Management at Deakin University and is Council's Learning City Portfolio Holder, which covers community education, training, youth participation and educational

advocacy. Cr Gilligan is also Council's delegated representative on the Municipal Association of Victoria State Council (MAV).

Qualifications:

- Bachelor of Arts, Deakin University
- Bachelor of Management, Deakin University (Vice Chancellor Medallist)

Years of service:

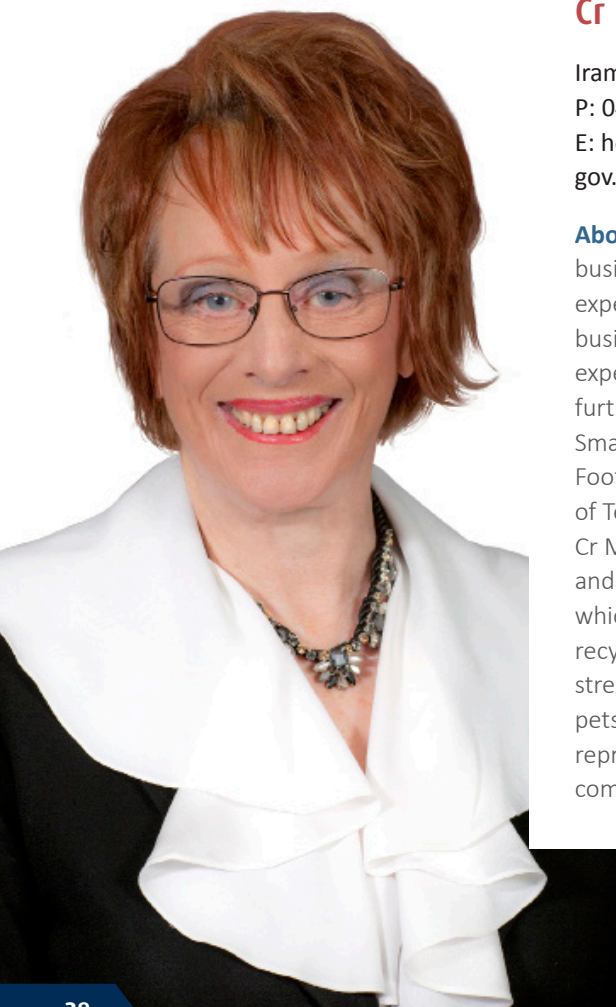
- 2016-2020

What I love about Wyndham:

"As a young person in Wyndham, I continue to be inspired by the transformation underway within our city to ensure we continue to be a great place to work, raise a family and prepare for a comfortable retirement. May that continue long into the future."

Iramoo Ward

The Iramoo Ward is situated in the south-western corner of the municipality. It incorporates the rural areas of Little River and Eynesbury and residential areas of Wyndham Vale, Werribee and Werribee South. The ward incorporates the agricultural precinct of Werribee South and associated foreshore. It is home to the Werribee CBD, Point Cook RAAF Base, Point Cook Homestead, Werribee Park Mansion and Open Range Zoo and the Western Treatment Plant.



Cr Heather Marcus

Iramoo Ward

P: 0400 533 371

E: heather.marcus@wyndham.vic.gov.au

About me: Cr Heather Marcus is a business person with over 35 years of experience in retail as well as building businesses. She has over 25 years experience in event management, this further enhanced with two Advanced Small Business Diplomas through Footscray and Hawthorn Colleges of Technical & Further Education. Cr Marcus is Council's Environment and Sustainability Portfolio Holder, which covers habitat conservation, recycling, sustainability education, street and heritage trees, animals and pets. Cr Marcus is also a delegated representative on the following advisory committees: Municipal Association of

Victoria (MAV) Environment Committee; Association of Bayside Municipalities; Werribee River Association Inc, Western Melbourne Catchments Network and the Western Treatment Plant Biodiversity Conservation Advisory Committee.

Years of service:

- 2005-2008
- 2008-2012 (Mayor 2009/10)
- 2012-2016 (Mayor 2012/13)
- 2016-2020

What I love about Wyndham:

"I love Wyndham for its beauty and history. I love our residents and volunteers who work together to make this a safe, happier community and a City we are proud to call home."

Cr Mia Shaw

Iramoo Ward

P: 0423 675 298

E: mia.shaw@wyndham.vic.gov.au

About me: Cr Shaw was elected to Council in 2016. Cr Shaw's family has been a part of the Wyndham community for over 100 years. Her Great Grandfather, William Shaw, was the Shire President on three occasions between 1917 and 1946. Shaws Rd and Shaws Rd Bridge were names in honour of his commitment to the local community. Cr Shaw is Wyndham's Family Friendly City Portfolio Holder, which covers supporting community health, wellbeing, active participation and volunteering in Wyndham. Cr Shaw is Council's delegated representative on the Municipal Association of Victoria (MAV) Human Services Committee;

Australian Local Governments Women's Association; Metropolitan Transport Forum; Western Transport Alliance; Disability Access Action Committee (DAAC) and Communication and Engagement.

Qualifications:

- Bachelor of Arts (Journalism)
- Graduate Diploma (Public Relations)

Years of service:

- 2016-2020

What I love about Wyndham:

"There are some great things about this City, things I came back to give my son Gus the same experiences I had growing up - family, friends, school - long lasting local connections and a sense of belonging."



Cr Peter Maynard

Iramoo Ward

P: 0429 087 527

E: peter.maynard@wyndham.vic.gov.au

About me: Cr Maynard was first elected to Council in 2012. Cr Maynard is Council's Sports Development Portfolio Holder, which covers sports facilities, active lifestyles, new and emerging sports and club strengthening. Cr Maynard is Council's delegated representative on the following advisory committees: Chairperson Chirnside Park Hub Redevelopment Project Steering

Committee; LeadWest Ltd; RDF (Wests Rd) and Waste Management Community Reference Group; VU Sporting Complex Committee of Management; Metropolitan Waste & Resource Recovery Group and the Youth Detention Community Advisory Committee.

Qualifications:

- Bachelor of Commerce, Deakin University

Years of service:

- 2012-2016 (Mayor 2014/15)
- 2016-2020

What I love about Wyndham:

"Every single day I am in awe of the passion and resilience of residents, as a councillor I am constantly amazed by the commitment and experience of our council officers."



Cr Kim McAliney (Deputy Mayor)

Harrison Ward

P: 0429 943 623

E: kim.mcaliney@wyndham.vic.gov.au

About me: Cr McAliney has worked at accounting firms, in the aged care and retirement sector, a multinational company and a National Crisis Counselling service and held numerous directorships. A Director of City West Water since 2015 and the Greater Metropolitan Cemeteries Trusts (GMCT) since 2013, Cr McAliney has also been a member of the Victorian Veterans Council since 2016 and is a member of the Salvation Army State Social Command – Victoria. Cr McAliney is Council's Safer Communities Portfolio Holder, which covers perceptions of safety, justice, family violence, gender equity and emergency management. Cr McAliney is a delegated representative on the following advisory committees:

Municipal Association of Victoria (MAV) Emergency Management Reference Group; Audit and Risk management Committee; Community Safety Roundtable; Municipal Emergency Management Planning Committee (MEMPC); Preventing Family Violence Subcommittee AOC; Roadsafes Westgate Community Road Safety Council; Reserve working groups; Werribee City Centre Safety Group; and the Youth Detention Community Advisory Committee.

Qualifications

- Justice of the Peace, JP
- Bail Justice
- Graduate of the Australian Institute of Company Directors
- Fellow of CPA Australia
- Advanced Diploma- Public Safety (E.M)

Years of service:

- 2005-2008 (Mayor 2007/2008)
- 2008-2012 (Mayor 2011/2012)
- 2016-2020

What I love about Wyndham:

"Wyndham is a City that doesn't stop, with amazing tourism.

While we have our challenges, we have real opportunities to be part of transforming our city for the future... how exciting! "

Cr Tony Hooper

Harrison Ward

P: 0428 979 358

E: tony.hooper@wyndham.vic.gov.au

About me: Cr Hooper is Council's Arts, Culture and Heritage Portfolio Holder, which covers cultural development, arts activation, creative city centres, public art and heritage planning and development. Cr Hooper is also Council's delegated representative on the following advisory committees: Municipal Association of Victoria

(MAV) Arts and Culture Committee; Arts Subcommittee; RDF (Wests Rd) and Waste Management Community Reference Group; and the Indian Cultural Precinct Steering Committee.

Qualifications:

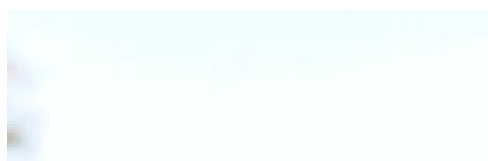
- Certified Public Accountant
- Graduate Certificate in Management, La Trobe
- Future Leaders of the West graduate

Years of service:

- 2016-2020

What I love about Wyndham:

"The people! As a new community with a country feel, it is great to see a culture of lending a hand and mateship becoming one of the things that defines our community."





Cr Intaj Khan

Harrison Ward
P: 0408 564 439
E: intaj.khan@wyndham.vic.gov.au

About me: Cr Khan is Council's Urban Futures Portfolio Holder, which covers liveability, housing, neighbourhood planning, urban design and long term financial planning. Cr Khan is also Council's delegated representative on the following advisory committees: Municipal Association of Victoria (MAV) Planning Committee; Victorian Local Governance Association (VLGA); and Housing (H3 Wyndham).

Years of service:

- 2012-2016
- 2016-2020

Harrison Ward

The Harrison Ward is situated in the north-eastern corner of the municipality. It incorporates industrial precincts in Laverton North, commercial and residential areas in Hoppers Crossing and residential and rural areas in Truganina, Tarneit and Mount Cottrell. The rapidly expanding suburb of Point Cook and the new residential area of Williams Landing are also located in Truganina. The ward is home to the West Point business park and Port Phillip Prison.



Cr Aaron An

Harrison Ward
P: 0419 297 931
E: aaron.an@wyndham.vic.gov.au

About me: Cr An is an IT professional with over 16 years of experience in the industry. Since 2008 he has worked at different levels of government departments and research organisations, including the State Library of Victoria, the Department of Business and Innovation and CSIRO. Cr An worked on several Whole-of-Victorian Government (WoVG) IT projects and worked on award winning projects within the Victorian State Government.

Cr An is Council's Smart City Portfolio Holder, which covers new and

emerging technologies, knowledge based economy, innovation and entrepreneurship. He is also the Deputy Chair for Future Focused Economy Portfolio and Learning City Portfolio. Cr An is also Council's delegated representative on the Audit and Risk Management Committee and Innovation City Strategic Alliance advisory committees.

Qualifications:

- Master of Technology (Internet and Web Computing), RMIT University
- Graduate Certificate in Management, University of Melbourne

Years of service:

- 2016-2020

What I love about Wyndham:

"A vibrant community. Young, passionate and hardworking families. People from all over the world moving into Wyndham, starting a new life, working hard, trying to make a difference and contributing to the local community."

Our People

Executive Structure

Kelly Grigsby Chief Executive Officer

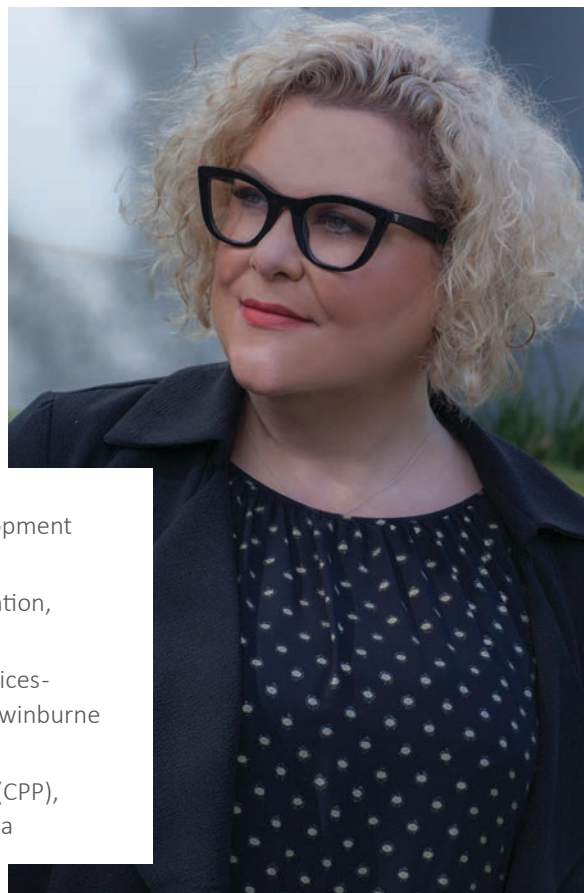
CEO's Office

Areas of responsibility:

- Council & Community Relations
- People & Capability
- Strategy & Stakeholder Engagement
- Strategic Policy Projects

Qualifications:

- Master of International and Community Development, Deakin University
- Graduate Diploma of Development Studies, Deakin University
- Contemporary Crime Prevention, University of Melbourne
- Diploma of Community Services-Community Development, Swinburne University
- Certified Practicing Planner (CPP), Planning Institute of Australia



Jenny McMahon Director City Life

City Life Directorate

Areas of responsibility:

- Community Support
- Libraries & Community Learning
- Service Planning, Partnering & Reform
- Sport & Recreation
- Community Development & Planning

Qualifications:

- Company Directors Course – Graduate, Australian Institute of Company Directors
- Bachelor of Business (Industrial Relations and Human Resources), Royal Melbourne Institute of Technology
- Certificate of Applied Social Sciences (Child Care), Footscray Institute of Technology



Stephen Thorpe

Director City Operations

City Operations

Areas of responsibility:

- Assets & Roads
- Facilities & Open Space
- Planning & Building
- Waste Management & Resource Recovery

- City Amenity & Safety

Qualifications:

- Diploma Applied Science (Parks and Recreation Management)
- Bachelor of Applied Science (Horticulture),
- Master of Business Administration



Kate Roffey

Director City Economy, Innovation & Liveability, from 15/8/16

City Economy, Innovation & Liveability Directorate

Areas of responsibility:

- City Transport
- Economic Growth, Industry Facilitation & Tourism

- Urban Futures
- Vibrant City Centres
- Environment & Water

Qualifications:

- Bachelor of Applied Science (Sports Management & Sports Science), University of Canberra
- Bachelor of Science (Psychology), Australian National University
- Graduate Diploma, Australian Institute of Company Directors



Steven Lambert

Director City Transformation, until 3/5/17

City Transformation Directorate

Areas of responsibility:

- Finance & Property
- Information Services
- Excellence@ Wyndham
- City Resilience
- Community First & Digital Mobilisation
- Project Management Office

Dean Rochfort

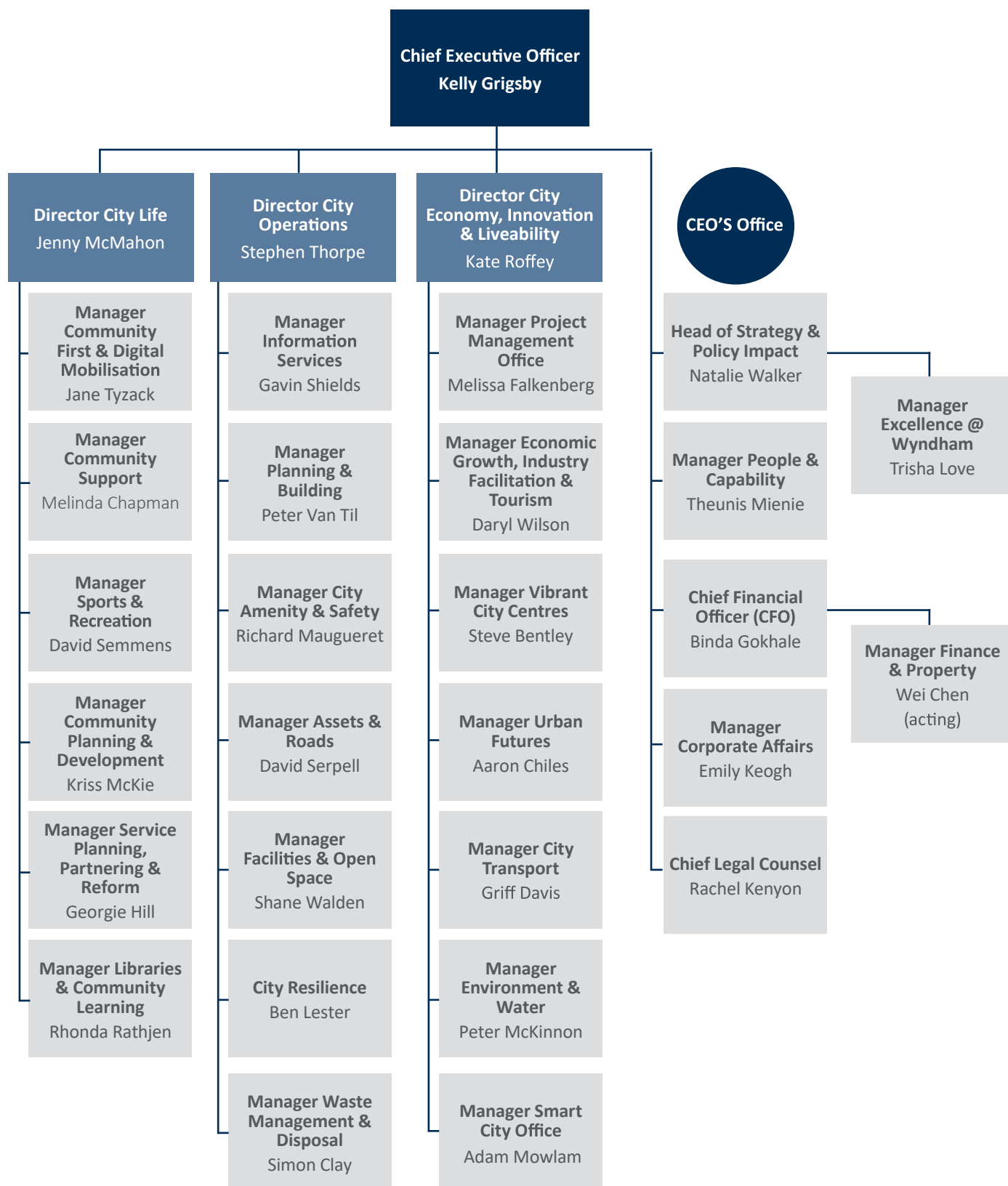
Director City Economy, Innovation & Liveability, until 22/7/16

City Economy, Innovation & Liveability Directorate

Areas of responsibility:

- City Transport
- Economic Growth, Industry Facilitation & Tourism
- Urban Futures
- Vibrant City Centres
- Environment & Water

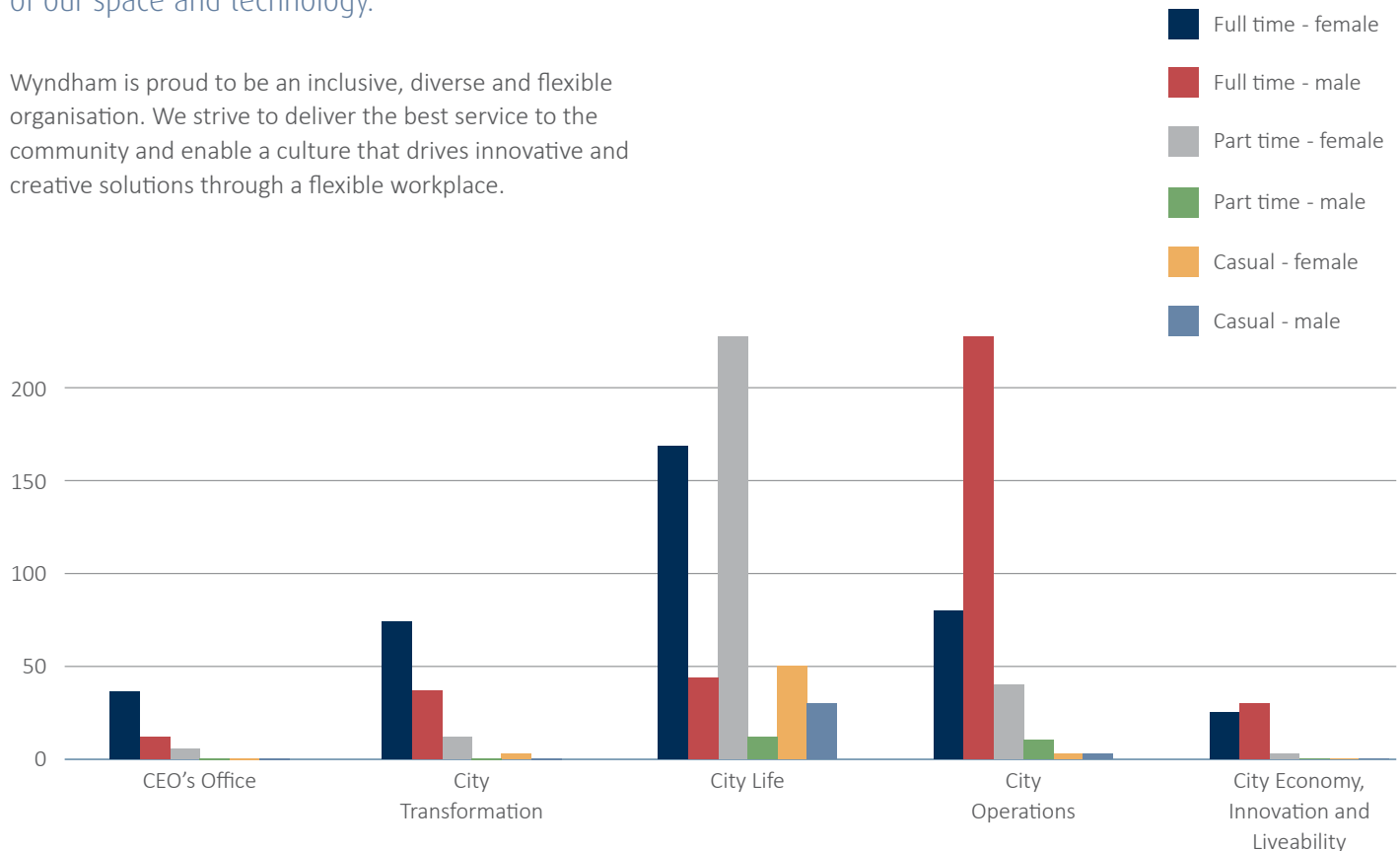
Organisation Structure



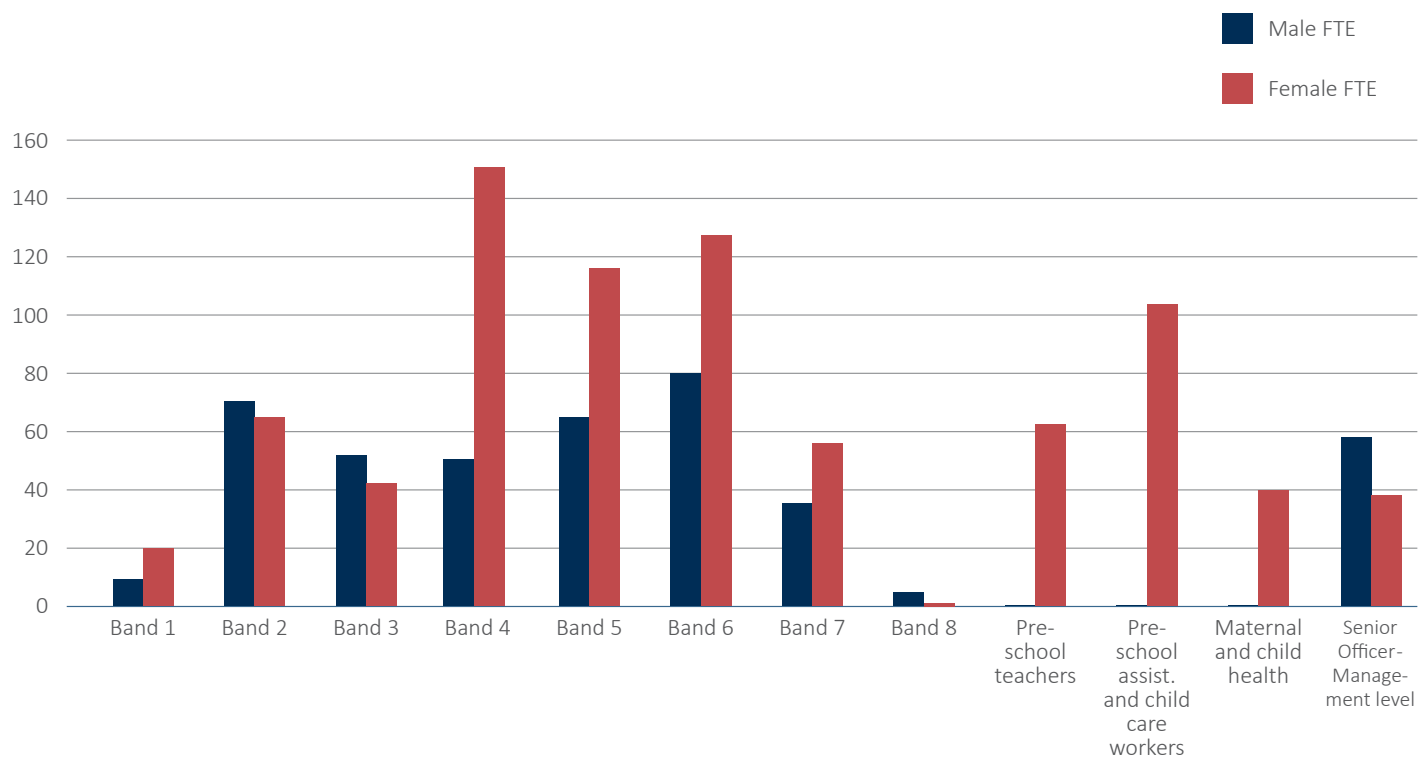
Staff Profile

The City of Wyndham is amidst the journey of the Changing Spaces Towards 2040 project working to contemporise the organisation, making smarter use of our space and technology.

Wyndham is proud to be an inclusive, diverse and flexible organisation. We strive to deliver the best service to the community and enable a culture that drives innovative and creative solutions through a flexible workplace.



Employment Type and Gender	CEO's Office	City Transformation	City Life	City Operations	City Economy, Innovation & Liveability	Total FTE
Full Time – Female	36	78	164	85	20	383
Full Time – Male	10	40	44	235	24	353
Part Time – Female	3.86	10.76	264.4	38.22	5.72	322.96
Part Time – Male	0.84	0.92	12.61	10.27	0.37	25.01
Casual – Female	0	2.8	49.6	2.7	0.4	65.5
Casual – Male	1	0	28.06	1.7	0.3	34.8
Total	50.7	129.68	562.67	368.49	50.09	1224.5



Employment Classification	Male FTE	Female FTE	Total FTE
Band 1	7.54	19.69	27.23
Band 2	71.04	65.69	136.73
Band 3	54.01	43.93	97.94
Band 4	31.09	151.47	182.56
Band 5	65.54	115.24	180.78
Band 6	79.26	129.01	208.27
Band 7	35	52.67	87.67
Band 8	4	1	5
Preschool Teachers	0	62.34	62.34
Preschool Assistants / Child Care Workers	0.55	103.35	103.9
Maternal & Child Health	0	38.86	38.86
Senior Officer - Management Level *Inc Annualised Salary Agreement (ASA)	56.76	36.46	93.22



Staff Turnover and Industrial relations

Total staff turnover for the 2016/17 year was 12.3%. While this was an increase on last year's figures, this includes movements occurring as a result of a full organisational restructure where 38 positions within Council were impacted resulting in a redundancy. The average total turnover in Local Government is around 9.2%.

The average leave per FTE is down from 14.8 days per annum to 11.1 days per annum. This incorporates both planned and unplanned leave.

The employee and industrial relations climate is healthy, the Staff Representative Consultative Council (SRCC) functions well and engagement with employees and employee representatives continues to be productive.

As part of Our Wyndham Towards 2040 initiatives, we have successfully progressed with implementation of a newly established organisation structure. This has been successfully achieved through the utilisation of in-house resources and without any industrial disputes or unrest.



Workforce Development

Learning and Capability Services aim to optimise individual and organisational capability so that Council can deliver on its goals and objectives. We are focused on building the ability and performance of our people, our leaders and our teams, and developing the constructive, achievement focused culture needed to support high performance.

Some of our major service improvements in 2016/17 include:

- Completing over 40 coaching assignments with Wyndham staff;
- Conducting ten Orientation@Wyndham inductions with over 130 participants attending;
- Accreditation in Human Synergistics diagnostic tools providing capacity to deploy a range of assessments, and to debrief individuals, teams and groups to support the development and execution of improvement plans;
- 6 Wyndham staff participated in the Emerging Leaders Program, and were joint winners with a neighbouring Council;
- Expanding our change capability and building internal change expertise amongst key staff with some attaining Prosci accreditation, a change management certification;
- Many teams have experienced significant change. Subsequently, a focus on team development programs, including nine conducted at Penrose Community Centre with

staff. Extended DiSC Team development sessions including follow up coaching with individuals and teams throughout Council, have also been conducted;

- We activated 6 new on-line development modules, and went live with Training Automation reminding staff that refresher training is due for completion. Training Adaptics was introduced, a technology used to help reduce the amount of time staff spend completing refresher on-line training, reducing training time by 50 – 75% with a potential wage saving of above \$105K;
- Developing a Leadership Impact survey tool to use internally to help our leaders realise their impact and raise awareness on where focus is needed to advance development and potential. This was successfully piloted with 1 director and 6 managers;
- Offering 6 professional development programs to staff plus a series of 10 shorter programs targeting our people leaders; with about 400 staff attending in total;
- Creating a dedicated Learning Hub facility within the existing Civic Centre; and
- Facilitating a series of 19 focus groups to engage leaders and staff (150 in total) to gain a deeper understanding of our Employee Value Proposition and identify opportunities to attract and retain staff that would inform our People Strategy priorities.



Health, Safety & Wellbeing

Council continues to maintain its commitment to have a workplace that is safe and without risk to health, develop and drive continual improvement opportunities and strategies, as well as maintain a high level of compliance. In the last year, this has been achieved through:

- Development and implementation of a new Safety Management System across Council;
- Maintaining 3rd party safety accreditation;
- Upgrades to the incident reporting system to improve data output and accuracy; and
- A deliberate shift in the culture of the Health & Safety team to increase engagement with business partners.

Although the points above have had a positive effect on the way the team operates and the service it provides to Council, we are at the beginning of a long journey to build on previous success and further improve attitudes, behaviours and culture within the Council.



Equal Employment Opportunity

Wyndham City is wholly committed to the principle of Equal Employment Opportunity (EEO) by fostering an environment which promotes merit and relationships based upon trust and mutual respect.

To ensure continued diligence in this area, Wyndham City has continued monitoring and providing an ongoing staff education and awareness program to reinforce individual rights and responsibilities regarding EEO, discrimination, harassment and bullying.

Wyndham City's Employee Assistance Program includes a Peer Support program. Employees undertake a voluntary role as Peer Support Contact Officers who also act as EEO Contact

Officers. This provides additional support to employees in the clarification and advice to staff who may feel they have been harassed or discriminated against.

Any concerns raised that may be in contravention of our established frameworks are reported through the Staff Relations Consultative Committee on a monthly basis for the purposes of determining any consistency in matters raised.

Wyndham City continues to undertake reviews of its policies, procedures and practices to ensure equity and transparency for all staff, and the elimination of direct and indirect discrimination.



Volunteers

During 2016/17, Council has delivered on its commitments in the City Plan to providing opportunities for individuals to acquire knowledge, confidence, skills and experience through the provision of volunteering support. Council has demonstrated best practice in volunteer management within the organisation and promoted a positive culture towards volunteering across the municipality.

Council currently has over 250 registered volunteers. In the 2016/17 financial year, we recruited and placed 70 residents into Council volunteer positions, engaged in more than 30 programs and locations. This provided practical assistance, promoted learning, social support, recreational opportunities and tourism information to our community. Council also referred locals to key websites and organisations which could help them find additional volunteering opportunities.

Wyndham City is leading the way in volunteer management. A recent audit demonstrated that we have a strong framework for delivery of The National Standards for Volunteer Involvement in the organisation. The recommendations of the audit have helped inform the development of a Volunteer Policy and Action Plan, which will further refine our approach.

In addition, Wyndham City supported communities of learning in relation to volunteer roles and responsibilities and promoted best practice in a range of areas. This included a suite of free training via Council's Volunteer and Community Training Calendar which delivered 31 sessions, totalling 81 hours and attracting 445 attendees during the 2016/17 financial year. Specialised resources to supplement learning were also made available via links on Council's website. We facilitated 4 Wyndham Volunteer Management Networks which provided targeted volunteer management training and networking opportunities to 27 local groups and organisations.

Council promoted a positive culture towards volunteering across the municipality by holding a morning tea during National Volunteer Week in May. This popular event attracted more than 125 local volunteers, many with 10+ years of service to our community and from over 65 different community organisations.

A Wyndham Volunteer Strategy will be developed in the year ahead to look at the future growth of volunteerism in our community.



Community Grants

During the 2016/17 financial year Wyndham City awarded a total of 142 grants in support of a range of community activities aimed at improving and enhancing the lives of Wyndham residents. Grants were awarded for projects aimed at building a sense of community and neighbourhood identity, ensuring all community members can participate in community life, building social connections, improving people's health and wellbeing, and maintaining and improving the local natural environment.

Details of Wyndham City's grants can be found at:
www.wyndham.vic.gov.au/services/volunteering-grants/about-grants/community-grants-program

Grant Category	Number Awarded	Total Amount Awarded
Community Pathways Scholarships	32	\$16,405.00
Neighbourhood Grants	45	\$37,258.00
Identity, Inclusion and Connection Grants	33	\$123,529.00
Annual (Community Strengthening, Health & Environment) Grants	32	\$565,461.50

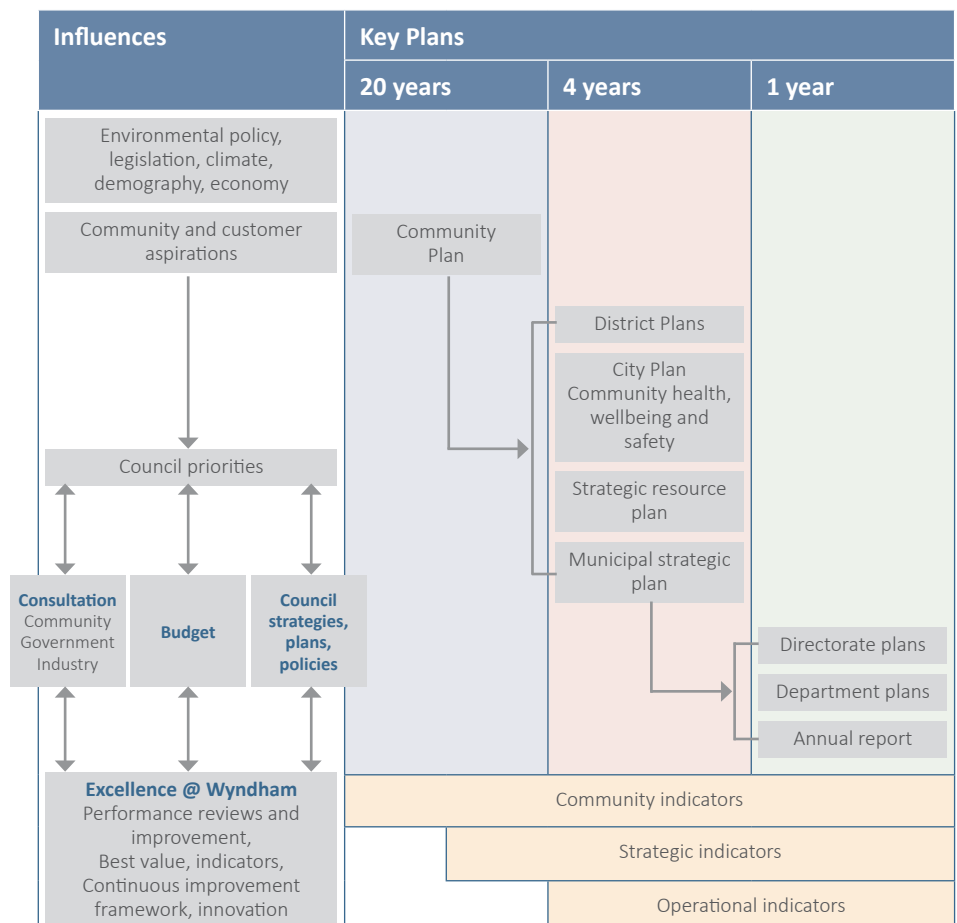
Our Performance

Planning and Accountability Framework

Council is committed to a continuous cycle of planning, reporting and review to ensure we deliver the best outcomes for our community.

This Annual Report is in the final year of reporting on the *City Plan 2013-17*.

Council has an integrated planning framework in place to support the delivery of the new *City Plan 2017-21* (Integrated Health and Wellbeing Plan), sitting alongside the District Plans, Strategic Resource Plan and Municipal Strategic Plan. This is supported by the overarching long-term Wyndham 2040 Community Plan. Collectively, these high level plans ensure the current and future health and wellbeing of the City. The following diagram shows the relationships between key planning and reporting documents that make up the planning and accountability framework for local government.



City Plan

The Wyndham *City Plan 2013-17* includes four year strategies under the five strategic themes of:

1. People: Community and Council working together
2. Place: Strong identity and managing growth
3. Services: For community wellbeing
4. Environment: Demonstrating local leadership and working towards best practice
5. Organisational Excellence: focussing on good governance, communication, advocacy, business operations and financial services.





Performance

The *Annual Integrated Plan and Budget 2016/17* is the fourth and final year of Council's *City Plan 2013-17*. The plan includes strategic objectives and strategies for a four year period and a strategic resource plan. Following the introduction of the Local Government Performance Reporting Framework Indicators, we have used these Strategic Indicators to monitor achievement and report performance, alongside reporting on the delivery of initiatives in the *Annual Integrated Plan and Budget*.

The *Annual Integrated Plan and Budget 2016/17* includes 5 major initiatives, 37 initiatives and 56 service, financial and sustainability performance indicators. We achieved all major initiatives in the 2016/17 financial year. We did not achieve two initiatives with further commentary in the following tables. In the 2016/17 financial year Wyndham City Council achieved 95% of the initiatives within the *Annual Integrated Plan and Budget 2016/17*.

Theme 1: People

Strategic Objectives

1.1 Sense of Community

To actively promote opportunities for building a sense of community identity, inclusion and connectedness between residents.

1.2 Community Engagement & Building

To actively engage with the community to capture diverse perspectives and opportunities to improve the quality of Council decisions on policies, services and programs.

To strengthen the capacity of citizens and community groups to participate in community life by providing opportunities for individuals to acquire knowledge, confidence, skills and experience.

1.3 Diversity

To foster an inclusive City where diversity is valued and where groups at greater risk of exclusion are supported to participate fully in community life.

1.4 Partnerships


To work in partnership with residents, community groups and agencies to educate and enable the wider Wyndham community to make changes to their lifestyles for physical and mental health and wellbeing.





1.5 Economic prosperity




To grow business investment, industry diversification skills development and employment opportunities in Wyndham.



Major Initiatives and Initiatives - People

Major Initiative	Outcome	Green – achieved Red – not achieved
1) Embed the Wyndham 2040 Community Plan- Vision Statement into the ongoing work of the organisation.	<p>Council's induction program was updated to reflect the Wyndham 2040 Vision Statement. The Vision Statement further informed the High Performance Framework, the Leadership Impact 360 as well as the People Strategy.</p> <p>The new <i>City Plan 2017-21</i> embeds the 2040 vision as the Council vision and themes.</p>	

Initiative	Outcome	Green – achieved Red – not achieved
2) Engage with the local arts community, local film makers, and culturally diverse communities to deliver film activities that reflect Wyndham's cultural, artistic and linguistic diversity.	<p>A community film project was delivered in 2016 in partnership with Big West Festival. This project worked with culturally diverse communities to produce stories about their lives in Wyndham.</p> <p>The broader arts program engages deeply with cultural, artistic and linguistic diversity. This has involved the presentation of film and video art in a visual art context, for example a film program presented as part of the RACE program in 2016.</p> <p>Engagement with local film-makers is ongoing with the establishment of the artist-led Melbourne West Film-Makers Guild and a film program in development for 2017/2018.</p>	
3) Support the 4 District Advisory Committees (DAC) to work in partnership to become active conduits between local communities and Council in delivering district plans.	The DACs each created a local event to engage their local communities. As part of these activities DAC members discuss District Plan priorities and projects with residents in their district. Findings from these events were reported to Council at a forum in February 2017.	
4) Continue to build Council's capacity to engage with the Wyndham community and foster active citizenship, including through Wyndham Exchange community activities.	<p>The Wyndham Exchange community dinners bring together a community of interest to a civic dinner to exchange information and views with Council. Dinners were held with South Sudanese, Maori and Pacific Islander and Filipino communities.</p> <p>Listening Posts are small local events that give the opportunity for residents to hear about upcoming plans for their area, provide input into current consultations and meet Councillors and Council officers. They were held in Werribee, Little River, Hoppers Crossing and Sanctuary Lakes, as part of the Wyndham Exchange.</p>	
5) Implement the first year of a 4 year Reconciliation Action Plan to build strong relationships and enhanced respect between Aboriginal and Torres Strait Islander peoples and other Australians.	A Reconciliation Advisory Committee, co-chaired by the Mayor and an Aboriginal community member, is providing feedback on the draft policy and will assist with final rounds of consultation through June to August 2017. An <i>Innovate Reconciliation Action Plan (2017-19)</i> will be submitted to Ordinary Council Meeting (OCM) for approval to go on public exhibition, then endorsement by Reconciliation Australia in October, and adoption at OCM before the end of 2017.	

Initiative	Outcome	Green – achieved Red – not achieved
6) Consult widely in the development of a new Tourism & Events Strategy 2016-2020 that will influence industry development and growth, promote Wyndham as a tourist destination, grow visitation and increase tourism yield and dispersal across the municipality.	Work has commenced on the development of the strategy framework. An independent Visitor Services Review has been undertaken and a draft report completed which will inform the Strategy. <i>The Wyndham Visitor Economy Strategy</i> has been completed for implementation. A series of independent consultation sessions with government, industry and community stakeholders were undertaken by an independent consultant. Wyndham 2040 also provided a valuable reference in informing the direction of the Strategy.	
7) Consult widely in the development of a new Economic Development Strategy 2016-2020 to guide Council's role in influencing economic growth and sustainability through business retention and expansion, new job creation and investment, and the development of a skilled workforce to meet the needs of the knowledge economy.	The draft Economic Development Strategy 2016-220 has been completed. Final internal review by Executive Leadership Team with briefing to Council to follow prior to formal report to Council, public exhibition period and formal adoption.	
8) Commence an Industrial Land Management Strategy to encourage suitable development in appropriate locations throughout the City and support future jobs for residents.	The <i>Industrial Land Management Strategy</i> was commenced with the engagement of a consultant to conduct an Industrial Land Use Survey. <i>The Economic Growth Strategy</i> has been completed for implementation. A series of independent consultation sessions with government, industry and community stakeholders was undertaken by an independent consultant. Wyndham 2040 also provided a valuable reference in informing the direction of the Strategy.	

People: Community and Council working together

Services delivered and cost

Service	Description	Net cost Actual budget Variance
Community Strengthening	This activity works towards building a sense of community identity and engagement by providing opportunities for residents to connect with each other and to provide input to Council. This service supports Council's grants and subsidies program and community engagement activities, including the Wyndham Exchange, Wyndham Household Survey, customer service and a range of community events.	1,603
		2,440
		837
Economic Development	These activities relate to town centre planning in conjunction with business facilitation. The Economic Development Unit offers a business facilitation service for local businesses and those looking to set up in business for the first time and an annual program to help businesses grow. The Economic Development Unit is the central focus of Council's commitment to promoting, facilitating and targeting new businesses and retaining existing businesses within the municipality.	1,482
		1,353
		(129)
Community Planning & Development	Community Planning and Development activities relate to the delivery and planning of community services across life stages. This is for Council delivered services as well as broader social planning and needs analysis. Cultural development, social cohesion, social research & advocacy, and community infrastructure projects are also delivered.	1,343
		1,439
		96
Arts Tourism & Events	Promoting Wyndham City as a place to live, a place to do business and as a tourist destination. This activity serves to promote the City through the development and facilitation of local tourism initiatives and events. Key services include the Tourism and Events Strategy, to guide the City's future directions in this area, the Visitor Information Centre, The Victorian State Rose and Garden Show. This service also provides a varied ongoing program of arts, cultural events, and community events, engaging with our community to promote participation in the arts.	2,996
		2,561
		(435)

Report of Operations: Theme 1 - People

Service Performance Indicators	Results 2017	Results 2016	Results 2015	Material Variations and Comments
Service/indicator/measure				
Libraries				
Utilisation <i>Standard of library collection</i> <i>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</i>	6.65	6.35	7.07	The library collection continues to be well used by the Wyndham community with item loans remaining high.
Standard of library collection <i>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</i>	67.12%	70.45%	77.87%	Proactive collection management has kept the standard of the collection high, although lower than preceding years due to the original Wyndham Vale Library collection ageing past five years.
Service cost <i>Cost of library service</i> <i>[Direct cost of the library service / Number of visits]</i>	\$6.54	\$5.91	\$5.97	Cost of the library service has increased slightly and is attributed to community demand for out reach and community based programs.
Participation <i>Active library members</i> <i>[Number of active library members / Municipal population] x100</i>	14.67%	14.82%	9.50%	Active membership has remained steady in 2016/17. The Julia Gillard Library in Tarneit was opened in 2015/16 and this increased the active membership by 50% in that year.
Maternal and Child Health (MCH)				
Satisfaction <i>Participation in first MCH home visit</i> <i>[Number of first MCH home visits / Number of birth notifications received] x100</i>	101.11%	102.31%	104.75%	Overall participation rates remain consistently high.
Service standard <i>Infant enrolments in the MCH service</i> <i>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</i>	101.34%	97.81%	101.47%	Overall participation rates remain consistently high.
Service cost <i>Cost of the MCH service</i> <i>[Cost of the MCH service / Hours worked by MCH nurses]</i>	\$68.40	\$65.25	\$0.00	The slight increase in cost is due to increased service demand. Eight MCH centres across Council are open once a month on Saturday mornings for families to access.

Service Performance Indicators	Results 2017	Results 2016	Results 2015	Material Variations and Comments
Service/indicator/measure				
Participation <i>Participation in the MCH service</i> <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	68.74%	68.30%	71.35%	Participation in key ages and stages visits has remained steady over the three years.
Participation <i>Participation in the MCH service by Aboriginal children</i> <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	64.68%	59.83%	72.97%	The Maternal Child Health team has increased the quantity of training in cultural safety. This training enables improved support of Aboriginal families thus facilitating increased service participation.
Food Safety				
Timeliness <i>Time taken to action food complaints</i> <i>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</i>	2.01	3.30	0.00	Time taken to action food complaints has improved due to business process changes.
Service standard <i>Food safety assessments</i> <i>[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100"</i>	100.00%	103.33%	95.65%	All registered class 1 and class 2 food premises received an annual food safety assessment.
Service cost <i>Cost of food safety service</i> <i>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</i>	\$490.15	\$554.92	\$541.11	Process improvements resulted in a 12% decrease in Food safety service costs.

Service Performance Indicators	Results 2017	Results 2016	Results 2015	Material Variations and Comments
Service/indicator/measure				
Health and safety <i>Critical and major non-compliance outcome notifications</i> <i>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</i>	100.00%	100.00%	100.00%	All four critical and major non compliance notifications were followed up and resolved.
Home and Community Care (HACC)				
Timeliness <i>Time taken to commence the HACC service</i> <i>[Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]</i>	Reporting Ceased 1 July 2016	8.98	0.00	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Timeliness <i>Time taken to commence the HACC service</i> <i>[Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]</i>	Reporting Ceased 1 July 2016	77.78%	77.78%	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost <i>Cost of domestic care service</i> <i>[Cost of the domestic care service / Hours of domestic care service provided]</i>	Reporting Ceased 1 July 2016	\$57.49	\$0.00	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost <i>Cost of personal care service</i> <i>[Cost of the personal care service / Hours of personal care service provided]</i>	Reporting Ceased 1 July 2016	\$60.14	\$0.00	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost <i>Cost of respite care service</i> <i>[Cost of the respite care service / Hours of respite care service provided]</i>	Reporting Ceased 1 July 2016	\$79.18	\$0.00	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

Service Performance Indicators	Results 2017	Results 2016	Results 2015	Material Variations and Comments
Service/indicator/measure				
Participation <i>Participation in HACC service</i> <i>[Number of people that received a HACC service / Municipal target population for HACC services] x100</i>	Reporting Ceased 1 July 2016	29.44%	13.68%	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation <i>Participation in HACC service by CALD people</i> <i>[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100</i>	Reporting Ceased 1 July 2016	10.16%	14.32%	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

Theme 2: **Place**

Strategic Objectives

2.1 City Image

To enhance Wyndham's character and liveability through neighbourhood planning and civic improvement projects.

2.2 City Infrastructure

To deliver and maintain Wyndham's facilities and infrastructure in an efficient and equitable manner that meets community needs.





2.3 Sustainable Growth





To ensure Wyndham's population growth is matched by the development of new physical, social and economic infrastructure, while protecting the City's existing assets and natural environment.



Major Initiatives and Initiatives - Place

Major Initiative	Outcome	Green – achieved Red – not achieved
9) Continue the vitalisation and promotion of the Werribee City Centre and the delivery of the Catalyst Site Development Project to enhance economic development and jobs growth, encourage place based arts and cultural activities, grow visitation and develop a regional presence as a major activity centre.	<p>Agreements were achieved with major developers to redevelop the Werribee City Centre Catalyst Sites creating jobs, city living, activation and additional public parking.</p> <p>A program of successful and popular events and activities were run in the Werribee City Centre and at the Hoppers Crossing Shops. A marketing and promotional campaign (online and cinema advertising) was run to promote the Werribee City Centre to attract customers and visitation.</p>	

Initiative	Outcome	Green – achieved Red – not achieved
10) Increase Wyndham's urban tree canopy coverage by planting 6,500 trees to improve amenity, combat urban heat island effects and provide ecological corridors.	Approximately 31,000 trees have been planted in 2016/17 including approximately 25,000 tube stock in parks and drainage reserves (i.e. Presidents Park) and 6,000 mature trees mostly in streets. Planting numbers are calculated per calendar year planting season (April to October), hence numbers per financial year are approximate but well above target.	
11) Progress major community infrastructure projects, including the Chirnside Park Hub Precinct Development; Wyndham Aboriginal Community Centre and Integrated Family Centre.	<p>Construction is well underway in Chirnside Park, with Level 1 suspended concrete slab and concrete grandstand terracing complete. Structural steel framing to Level 1 is underway and the roof is scheduled for installation by August 2017.</p> <p>The design for the Wyndham Aboriginal Community Centre and Integrated Family Centre is complete, with tender documents for construction in development, due to be advertised in the coming months. An application for a Town Planning permit has been lodged. Construction is due to commence late 2017.</p>	
12) Secure State Government funding for the Ison/Armstrong Road bridge, to complete the Ison/Armstrong Road link to open up Wyndham West.	Council officers have worked closely with VicRoads, MPA, VicTrack, Public Transport Victoria since late 2016 preparing via a consultant a business case for 2017/18 State budget consideration by the Department of Treasury and Finance. The Business Case considered various options and recommended a four lane bridge over the Melbourne-Geelong rail corridor. The business case application was unsuccessful so will be resubmitted in 2018/19. Council Officers continue to raise this road bridge as a matter of urgency with Ministers and the Treasurer.	
13) Implement the Wyndham Integrated Transport Strategy including the development of a Principal Pedestrian Network and a new bicycle strategy to increase safety for pedestrians and cyclists and improve connectivity between local places.	<p>The Wyndham Integrated Transport Strategy (WITS) was completed in July 2016. The Pedestrian Strategy and Cycling Strategy are under development and due for completion late 2017.</p> <p>Officers are actively contributing (Steering & Working group representation) to the development of a revised Western Transport Strategy, highlighting the need for priority strategic transport projects in the western suburbs.</p>	

Initiative	Outcome	Green – achieved Red – not achieved
14) Continue to advocate for additional train and bus services, upgraded arterial roads, commuter parking and seek a firm commitment from the Victorian Government to remove level crossings as a priority.	<p>Priority transport initiatives have been included in the State and Federal Governments pre-budget submissions highlighting the need for funding for additional public transport and road upgrades.</p> <ul style="list-style-type: none"> • Briefing documents promote the transport needs of the municipality to Ministers including the Treasurer. • Wyndham's transport issues were highlighted to the Roads and Public Transport Ministers at monthly industry forums. • Officers are working with VicRoads for the implementation of the \$1.8B arterial road upgrade package. • Consultant has been engaged to analyse the most optimum design solutions for the removal of the level crossings at Werribee & Cherry Streets to inform decisions made by the Level Crossing removal Authority. 	
15) Prepare Precinct Structure Plans and Development Contribution Plans in conjunction with the Metropolitan Planning Authority for the establishment of new communities and employment areas in the municipality's Urban Growth Zone.	The preparation of the Quandong Precinct Structure Plan (PSP) is progressing; and the draft version now undergoing Agency consultation. Further work will continue on this PSP over the next financial year. The Wyndham West and Wyndham North DCP has been finalised and in the process of being implemented.	
16) Continue the development of systems and protocols to more proactively manage Development Contribution Plans to ensure necessary infrastructure is delivered in an appropriate timeframe and budget.	The preparation of a land acquisition risk assessment matrix has commenced. The matrix enables Council to identify and better manage and ameliorate land acquisition risks associated with its Development Contributions Plans.	
17) Adopt the Residential Growth Management Strategy, and continue to advocate for the more timely provision of infrastructure, partnering with the development industry on advocacy and key projects, and securing a framework for the better management of the sequencing of residential growth	The Residential Growth Management Strategy was adopted by Council in June 2016. Continued advocacy for the more timely provision of infrastructure, partnering with the development industry on advocacy and key projects, and securing a framework for the better management of the sequencing of growth continued throughout 2016/17.	

Place: Strong identity and managed growth

Services delivered and cost

Service	Description	Net cost Actual budget Variance
Parks & Public Open Spaces	Council provides open space facilities such as parks, playgrounds, wildlife observation, walking, and biking.	319
		901
		582
Street Beautification	This activity relates to the street tree planting and wetlands maintenance programs in the municipality.	1,272
		1,060
		(212)
Traffic Control	This area is concerned with traffic engineering and control, transport planning and implementation of Road Safety Schemes. Council has identified that road safety issues are a major concern not just in Wyndham but the whole of Victoria. This function of Council endeavours to maintain and better achieve certain safety measures in road safety through various new initiatives and programs.	1,917
		1,862
		(55)
Engineering Services	Engineering Services encompass the provision of engineering support and design services for roads and associated infrastructure. It also manages new subdivisions and the road component of the capital works program.	(60)
		1,118
		1,178
Sustainable Development	Areas of activity designated to Sustainable Development comprise Urban Design, Strategic Planning, Statutory Planning and city presentation management. These activities aim for sustainable growth whilst maintaining the City of Wyndham as an attractive place to live and work. The activities also operate within the philosophy of Wyndham City utilising urban design and landscaping to improve Wyndham's image.	3,668
		4,347
		679
Roads & Asset Rehabilitation	This activity is responsible for Council's annual and routine maintenance programs in the critical areas of roads, kerb & channel, and footpaths. Activities include Council's road resheeting program, routine maintenance and road rehabilitation program.	3,785
		5,658
		1,873
Street Lighting	Street lighting operations are primarily centred around the annual operating costs of the provision of street lighting within the municipality. This service also covers the annual operating costs related to the maintenance of non-standard street lighting systems that are the partial responsibility of Council.	2,368
		2,573
		205
Other Infrastructure Services	Other infrastructure services cover the core functions of Council's building maintenance program (preventative, cyclical and re-active works), and the provision of Asset Management services support to the organisation.	7,882
		6,669
		(1,213)

Report of Operations: Theme 2 - Place

Service Performance Indicators	Results 2017	Results 2016	Results 2015	Material Variations and Comments
Service/indicator/measure				
Roads				
Satisfaction of use <i>Sealed local road requests</i> <i>[Number of sealed local road requests / Kilometres of sealed local roads] x100</i>	31.90	23.62	25.04	Unseasonal wet weather in the first half of the financial year resulted in an increase in requests. Pot holes can be formed by excessive water eroding the top layer of the road.
Condition <i>Sealed local roads maintained to condition standards</i> <i>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</i>	99.11%	99.45%	96.75%	Council continues to have a proactive road condition assessment program resulting in appropriate action to ensure Council's road standards are maintained.
Service cost <i>Cost of sealed local road reconstruction</i> <i>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</i>	\$87.30	\$135.46	\$120.02	Alternative pavement reconstruction methods used on certain roads facilitated a decrease in the cost from 2015/16 to 2016/17 of \$48.16 per square metre.
Service Cost <i>Cost of sealed local road resealing</i> <i>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</i>	\$26.45	\$27.33	\$15.96	Since 2015/16 Council has conducted works on a higher percentage of roads within heavy industrial areas, with a slight decrease to the costs.
Satisfaction <i>Satisfaction with sealed local roads</i> <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	63.00	66.40	66.00	This satisfaction rating decreased 5% from 2015/16. It remains one of the top issues for Council to address with continuing commitment to meet community expectation in providing a local road network that is serviceable and safe.

Service Performance Indicators	Results 2017	Results 2016	Results 2015	Material Variations and Comments
Service/indicator/measure				
Aquatic Facilities				
Satisfaction <i>User satisfaction with aquatic facilities (optional)</i> <i>[User satisfaction with how council has performed on provision of aquatic facilities]</i>	77.20	0.00	0.00	Community satisfaction with the provision of aquatic facilities (formerly Werribee Outdoor Pool) can be summarised as very good, with a rating of 77.20.
Service standard <i>Health inspections of aquatic facilities</i> <i>[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]</i>	3.50	3.50	3.00	Number of authorised inspections have remained high to ensure public safety.
Health and Safety <i>Reportable safety incidents at aquatic facilities</i> <i>[Number of WorkSafe reportable aquatic facility safety incidents]</i>	5.00	38.00	2.00	Western Leisure Services maintains a positive reporting culture. The reduction in aquatic incidents reported to WorkSafe is attributed to a better understanding of WorkSafe reporting requirements in relation to incidents such as minor lacerations treated by staff, which were not required to be reported, in accordance with WorkSafe guidelines and advice.
Service cost <i>Cost of indoor aquatic facilities</i> <i>[Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]</i>	-\$0.07	-\$0.12	\$0.00	The result reflects the entire AquaPulse facility including aquatic areas, health club, cafe, merchandise, creche and additional program/services.
Service cost <i>Cost of outdoor aquatic facilities</i> <i>[Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]</i>	\$6.59	\$10.42	\$12.88	Attendance data for 2016/17 season was considerably higher than previous year. The cost of the outdoor aquatic facilities was considerably less for 2016/17 than the previous year primarily due to higher maintenance costs in 2015/16 following several years of year round operation of the outdoor pools during the redevelopment of the indoor facility.
Utilisation <i>Utilisation of aquatic facilities</i> <i>[Number of visits to aquatic facilities / Municipal population]</i>	4.38	4.02	0.32	Attendance data for indoor facility includes all attendances to the venue, not just aquatic entries and this has remained steady. The facility was built in the 2015/16 financial year.



Theme 3: **Service**

Strategic Objectives

3.1 Community

To assist local residents to enhance their health, wellbeing, safety and independence through the delivery of a range of services.


3.2 Customer Service



To be a Council easy to do business with by gaining a better understanding of needs and expectations, delivering our service commitments while continually striving to improve our customer-focused culture.

3.3 Leisure, Sports and Recreation

To provide residents of all ages and abilities with opportunities to participate in a wide range of leisure, sports and recreation pursuits.

Major Initiatives and Initiatives - Service

Major Initiative	Outcome	Green – achieved Red – not achieved
18) Continue the establishment of enhanced Neighbourhood Hubs within each Wyndham district, and improve access to a more diverse range of Council services at the Hubs.	Design for capital works to support enhanced customer service delivery was completed for Wyndham Vale Community Learning Centre and Point Cook Community Learning Centre and schematic design prepared for Tarneit Community Learning Centre. A model to deliver services in Wyndham Rural District is to be developed.	

Initiative	Outcome	Green – achieved Red – not achieved
19) Progress strategic partnerships to ensure Wyndham is well positioned for the implementation of the National Disability Insurance Scheme and reforms in the Aged Care sector.	<p>Council engaged with residents and current service users of aged and disability services about the future role of Council. Connections were made with existing key community and carer groups and services providers, which highlighted:</p> <ul style="list-style-type: none"> • Monitoring of changes to services in Wyndham- including new services registering for NDIS and mergers. • Identification of current service delivery gaps. • Reform project group established. • Two partnership forums were held in 2017 to support and attract service providers. • Participation in a Western Council aged care reform project. • Capacity building for Wyndham residents to prepare for the Aged Care reform. • Free training provided through COTA Victoria. • NDIS Community information sessions have been held. 	
20) Explore the youth and early years needs of families in each neighbourhood, identify service planning and infrastructure requirements, and develop integrated and accessible service models to suit life stage needs.	<p>Various youth and early years initiatives and activities were progressed including:</p> <ul style="list-style-type: none"> • A new kindergarten was established in Truganina East, in partnership with BestChance Family Network. • Wyndham's Kindergarten Services underwent review, to understand the needs of families across Wyndham for early childhood education and care services. • The Maternal and Child Health team completed work on a number of service innovations, to extend the services to support families that may have difficulty accessing services. • The Child Resource Unit documented its playgroup and social support interventions to establish an evidence base to inform future models. • The Wyndham Best Start Partnership is focused on interventions and supports for South Sudanese children and their families in Wyndham Vale and Aboriginal and Torres Strait Islander children and families in Wyndham. 	

Initiative	Outcome	Green – achieved Red – not achieved
21) Strengthen and enhance the delivery of Wyndham City's Arts and Cultural service with a focus on the Public Art Program and neighbourhood and City activation.	<p>Arts and Cultural services have been successfully delivered across a range of platforms, including:</p> <ul style="list-style-type: none"> • Exhibition programs at Wyndham Art Gallery and Wyndham Art Spaces. • Workshop program at Saltwater Art Studio. • Artist residencies at Wyndham Vale and Point Cook community centres. • Live music events in Werribee CBD and Tarneit. • Artist professional development and networking activities. • Development of an artist-led space in Werribee CBD. • Temporary public art projects in the Werribee CBD. • Sponsorship of <i>Treatment</i>, a major public art event in Werribee in partnership with Deakin University. • Sponsorship of community-led arts participation in dance, music, theatre and literature. 	
22) Work in partnership with stakeholders and the community to increase available support services and raise community awareness to help prevent family violence.	<ul style="list-style-type: none"> • Family violence education session for community leaders held in December 2016. • Range of White Ribbon events held in November 2016 to increase community awareness on family violence. • Bi-monthly meetings of Wyndham family Violence network convened throughout 2016. 	
23) Taking an integrated place based approach, undertake detailed service planning of Council's community services to respond to growth and community needs into the future across the life stages from early years to older adults.	Following the organisational restructure, a new department was created – Service Planning, Partnering and Reform- to give a dedicated and ongoing focus to robust, evidence based and integrated service planning across the life stages, as well as within districts. Work has commenced to develop a service planning framework which will guide Council's approach in developing detailed service plans. This work will be completed in 2017/18.	
24) Develop a Libraries Strategic Plan 2018-2028 to guide the development of future library infrastructure and services.	A Community Reference Group was established to support and guide the development of the strategy. Extensive community engagement and consultation occurred in early to mid-2017. A draft Library Service Strategy (2018-2040) will be tabled at the October 2017 Ordinary Council Meeting.	
25) Consult and develop the Wyndham Sports Strategy to define the required infrastructure to meet the community's sporting needs to 2040.	The Draft <i>Sports Strategy</i> was presented at the August Ordinary Council Meeting for consideration to be released on public exhibition.	
26) Determine current and future demand for public swimming pools and aquatic services to guide the planning and timing of Council's third aquatic facility and assess ways to address demand in the short term.	The Short Term Aquatic Demand issues and opportunities paper has been developed, with a draft to be considered at Organisational Briefing in late 2017.	

Services: For community wellbeing

Services delivered and cost

Service	Description	Net cost Actual budget Variance
Building Control	Areas of activity include the issue of building permits, inspections and associated statutory building requirements.	453
		541
		88
Local Laws	This area of Council activity administers and enforces local laws including legislative services, animal management and building, and local laws administration support services.	1,076
		385
		(691)
Families & Children	Activities within this area are responsible for providing services for children 0- 12 years and their families. Programs and business areas include maternal and child health services, Hoppers Crossing Children's Centre, Kindergarten planning, Children's Services planning and family support. The service area is also responsible for facilitating the Best Start program and delivery of Wyndham City's Municipal Early Years Plan.	4,345
		4,098
		(247)
Education	Education services relate to Wyndham's kindergarten operations and the services of Pre-School Field Officers. Kindergarten services are being increased to accommodate the expansion of local demand.	(991)
		198
		1,189
Preventative Services	This activity encompasses the administration, statutory and enforcement activities of the Health Act, management of environmental health issues, including food safety programs, provision of Council's immunisation service and provision of advice for the community on associated environmental health issues.	546
		777
		231
Aged & Disability Services	Council's Aged and Disability department provides home and community care services to older and frail people, people with a disability of all ages and the family members who care for them, in order to improve their quality of life. Services include assistance with daily life routines, personal care, respite, meals and home maintenance as well as social and physical activities. This area also provides community transport to support the above programs.	3,784
		4,451
		667
Community Wellbeing	This service area provides advice, support and programs to strengthen community health and wellbeing for all members of the Wyndham Community.	3,440
		2,930
		(510)
Active Recreation	Council provides a selection of recreational facilities, including the boat ramp facilities at Werribee South, and the sporting complex at Victoria University. This activity also encompasses the recreation and open space planning function of Council.	1,141
		1,355
		214
Public Halls	This area coordinates activities at the community centres at Central Park, Featherbrook, Tarneit, Wyndham Vale, Point Cook, Arndell, Penrose, and Yerambooe. It also includes the centres at Diggers Road Hall, Kelly Park and the Old Shire Offices. The property running expenses are defrayed by income from hire charges.	672
		824
		152

Service	Description	Net cost Actual budget Variance
Swimming Areas	The City of Wyndham is home to two public swimming pool/aquatic facilities; an outdoor Olympic sized pool, and the indoor aquatic centre (AquaPulse). This service provides the community with a range of recreational facilities.	(145)
		(212)
		(67)
Youth Services	In identifying and responding to the needs of youth of the community, Wyndham City provides a range of services and programs for young people. These services are provided from Council's Youth Resource Centre in Hoppers Crossing and also from a variety of community facilities across Wyndham. Council works in partnership with young people, service providers and schools to ensure that the planning and development of new youth programs meets the needs of Wyndham's growing youth population.	3,007
		3,006
		(1)
Community & Road Safety	"This service provides advice, support and programs to strengthen community safety in order that neighbourhood amenity is protected, people feel safe and enjoy public spaces, and individual rights are preserved. School crossing supervisors are included as part of this service area."	1,926
		1,776
		(150)
Libraries	There are five library sites within the City of Wyndham. All the libraries have modern facilities with reference as well as non-reference books available and are equipped with up-to-date computer equipment with internet access available for research. These services are available for use by members of the public. Weekly programmes to improve literacy and numeracy, such as story time and rhyme time are provided at each branch.	5,863
		5,589
		(274)
Arts and Cultural Development	Wyndham City offers a broad range of arts and cultural opportunities across Wyndham's City Centres and suburbs in support of its Cultural Development Strategy – 'Creative Communities & Cultural Places'. With regionally significant venues such as the Wyndham Cultural Centre, with its large Performing Arts Centre and Art Gallery, the City provides high quality visual and performing arts programs promoting local interest and cultural tourism. Council's Arts Activation program also sponsors community participation through its Wyndham Arts Spaces art exhibitions and residencies, Music in Our City, and Public Art Program. Local artists also have a range of Council run arts networking, education, development and sponsorship opportunities to promote active engagement in the local arts events and development of professional career paths.	1,596
		1,556
		(40)
Parks & Gardens	The parks and gardens operation looks after the maintenance and expansion of the City's reserves, parks, roadside areas and other designated public open space, providing pleasant recreational and relaxation areas for local enjoyment.	18,667
		18,437
		(230)

Report of Operations: Theme 3 - Service

Service Performance Indicators	Results 2017	Results 2016	Results 2015	Material Variations and Comments
Service/indicator/measure				
Statutory Planning				
Timeliness <i>Time taken to decide planning applications</i> <i>[The median number of days between receipt of a planning application and a decision on the application]</i>	123.00	108.00	65.00	Wyndham is recognised as one of the fastest growing municipalities in Victoria. The Statutory Planning team experienced an increase in their workload and also the complexity of application types submitted and this has been a contributing factor in increasing the time taken to decide on planning applications. Additional planning staff have been recruited in response to the increased demand and expansion of the municipality.
Service standard <i>Planning applications decided within required time frames</i> <i>[(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100</i>	43.08%	44.79%	66.75%	Wyndham is recognised as one of the fastest growing municipalities in Victoria. The Statutory Planning team experienced a significant increase in their workload and this has resulted in an increase in the time taken to decide on planning applications. To improve service delivery additional planning staff have been recruited in response to the increased demand.
Service cost <i>Cost of statutory planning service</i> <i>[Direct cost of the statutory planning service / Number of planning applications received]</i>	\$2,024.26	\$1,360.23	\$1,316.55	Staff numbers were increased to cater to an increased workload. This has contributed to an increase in the costs of the statutory planning service in 2016/17.
Decision making <i>Council planning decisions upheld at VCAT</i> <i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	47.06%	64.00%	60.00%	Council decided on 838 applications. Only 17 applications were appealed to VCAT. Out of the 17 applications heard at VCAT Council's decision was supported 47% of the time.

Service Performance Indicators	Results 2017	Results 2016	Results 2015	Material Variations and Comments
Service/indicator/measure				
Animal Management				
Timeliness <i>Time taken to action animal management requests</i> <i>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]</i>	3.33	5.95	0.00	Business process improvements have resulted in a reduction in the number of days taken to action animal management requests.
Service standard <i>Animals reclaimed</i> <i>[Number of animals reclaimed / Number of animals collected] x100</i>	37.51%	42.92%	45.32%	The percentage of reclaimed animals decreased from the previous financial year due to an increase in the volume of cats impounded and not claimed.
Service cost <i>Cost of animal management service</i> <i>[Direct cost of the animal management service / Number of registered animals]</i>	\$70.42	\$59.40	\$46.09	The cost of animal management service per registered animal has increased, due to the costs associated with the pound services.
Health and safety <i>Animal management prosecutions</i> <i>[Number of successful animal management prosecutions]</i>	23.00	33.00	21.00	There were 23 successful prosecutions for the financial year.

Theme 4: **Environment**

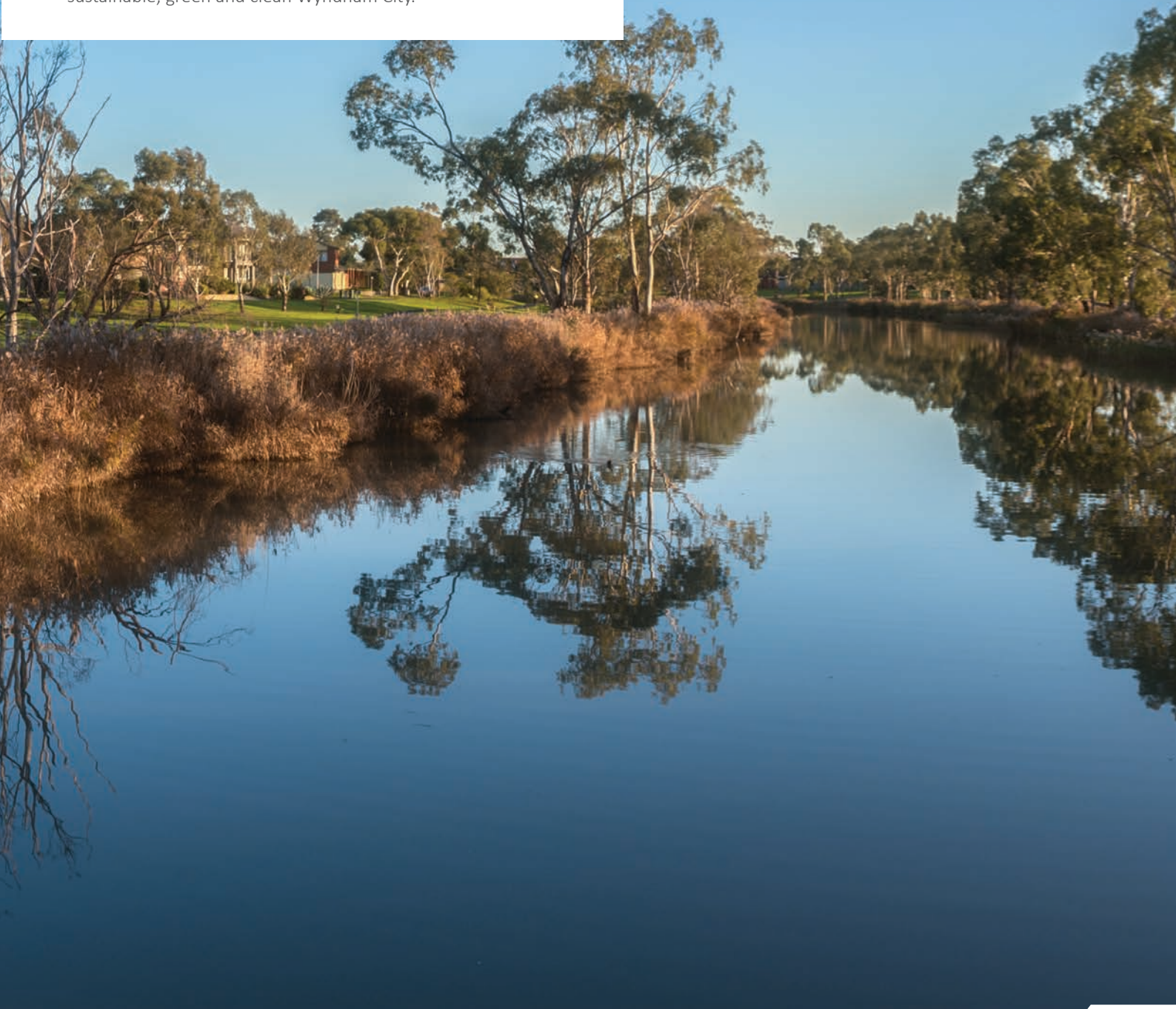
Strategic Objectives

4.1 Natural


To ensure the natural assets and biodiversity of Wyndham are protected and managed in a sustainable manner so they can be enjoyed now and by future generations. Recycling, Re-use and Waste.



4.2 Built

To work in partnership with the Wyndham community to educate and enable residents and businesses to plan and make changes to their lifestyles and practices, to contribute to a sustainable, green and clean Wyndham City.




Major Initiatives and Initiatives - Environment

Major Initiative	Outcome	Green – achieved Red – not achieved
27) Create partnerships with State authorities and the community on the health of our coast and waterways, in particular the Werribee River, specifically for environmental flows, litter prevention and monitoring.	<ul style="list-style-type: none"> Stakeholder workshops held in November 2016 on the <i>City Forest and Habitat Strategy</i> including Government and community groups input to future plans for habitat improvement along the Werribee River. Hosted Bay Environmental Management Plan (EMP) workshop partnering with community Werribee River Association Inc (WRIVA) and State Government Department of Environment Land Water & Planning (DELWP). The Municipal Association Victoria (MAV), Association of Bayside Municipalities (ABM) and DELWP Coastal Planning project plan was finalised to be rolled out with partner Councils over the next two years. Port Phillip Bay Blueprint Plan endorsed as an outcome of the 25 May 2017 ABM meeting. Port Phillip Bay community fund established through ABM advocacy, Wyndham Green Living Series complete, including community led events on habitat and litter prevention and partnerships with community on Clean Up Australia day events. Regular senior manager meetings established between Wyndham and Melbourne Water to enhance River flows, planning and partnerships. 	

Initiative	Outcome	Green – achieved Red – not achieved
28) Enhance staff capacity at the Refuse Disposal Facility (RDF) to provide responsible waste management for Wyndham.	<ul style="list-style-type: none"> Weekly staff meetings initiated in 2016 have continued and been extended to the tip face and transfer station operations. Substantial improvement in green waste management at the transfer station has been achieved through dedicated supervision to reduce contamination of green waste. Additional plant equipment has been provided to the RDF operations to improve efficiency and environmental performance. Stockpiles of clay soil for capping and rehabilitation have been significantly increased providing the capability to undertake rehabilitation works. Specific landfill tip face operator training provided to the RDF staff operating at the tip face. 	
29) Implement the Stormwater Management Plan, including the development of local guidelines for use by Council and developers to model proposed water sensitive urban design drainage systems.	Stormwater plan projects including upgrading of drainage pits complete. Water sensitive urban design guidelines have been developed.	

Initiative	Outcome	Green – achieved Red – not achieved
30) Complete a coastal erosion assessment for Wyndham's coastline to inform the new coastal strategy to guide future land use.	<ul style="list-style-type: none"> Department of Environment Land Water Planning funding obtained and erosion modelling for Baileys Beach completion by consultants in June 2016. Additional storm bite modelling to be undertaken via Association of Bayside Municipalities (ABM) is due for completion in late 2017. Modelling of inundation risks at Werribee River Mouth complete as part of the ABM Bay Blueprint. The need for additional Council led erosion modelling has been removed through successful ABM advocacy for a state led Port Phillip Bay Coastal Hazard Vulnerability Assessment (CHVA). This CHVA was funded in June 2017 and is being led by DELWP. 	
31) Increase awareness and reduce litter in the municipality through programs such as hosting an anti-dumping hard waste community event and promoting the addition of food scraps into green bins to reduce waste to landfill.	<ul style="list-style-type: none"> Pop Up Drive-Thru recycling day held 25 March 2017 at Penrose Promenade as part of the Green Living Series. Funding for this initiative was secured through the State Government's Litter Innovation Fund. The event saw 305 vehicles attending and disposing of 21.4 tonnes of material. Litter monitoring in the surrounding area has shown visible decreases in illegal dumping. Scrap That campaign has seen approximately 4,000 kitchen caddies delivered to green bin users, numerous events and marketing collateral developed (including bus shelters, stickers, workshops, banners, Wyndham news articles). International Composting Week event held in Station Place in May. 	
32) Implement actions from the new Environment and Sustainability Strategy such as installing solar panels on Council's top 10 energy usage buildings.	<p>Solar has been installed at a total of 19 sites including:</p> <ul style="list-style-type: none"> Arndell Park Community Centre, Central Park Community Centre, Wyndham Vale Community Centre, Youth Resource Centre, Presidents Park Baseball, Aquapulse, Encore, Saltwater Reserve, Wayaperri House, Iramoo Community Centre, Yerambooe Community Centre, Penrose Promenade Community Centre, Wyndham Park Community Centre, Tarneit Library, Werribee Outdoor Pool, The Grange Community Centre, Jamieson Way Community Centre, Ecoliving Centre and Werribee Bowls Club. With the exception of the Civic Centre and caravan park, all available top energy using buildings received solar installs (some buildings were not available due to redesign or future use planning). The total solar capacity installed well exceeded the original target for 10 buildings of 983.55 kW. Solar will be installed at an additional 15+ sites in 2017/2018. 	
33) Commence Council's 30 year Open Space Strategy to provide a well-connected open space network and improved access for all to adequate open space.	<ul style="list-style-type: none"> Council's <i>Wyndham Open Space Strategy</i> (WOSS) was adopted by Council in January 2016. Implementation of the Strategy has commenced and a review of priorities within the strategy is currently being undertaken. 	

Initiative	Outcome	Green – achieved Red – not achieved
34) Advocate for improved water quality and security to support farming in Werribee South.	<ul style="list-style-type: none"> Water for Victoria submission prepared and new strategic State document released stating the significance of securing a quality water supply for Werribee South. Southern Rural Water have received and are implementing State Government funding to pipe the majority of the District for significant water savings. Advocacy is continuing to the Federal Government to provide the final 1/3 funding needed to complete piping of the entire district. 	

Environment: Demonstrating local leadership and working towards best practice

Services delivered and cost

Service	Description	Net cost Actual budget Variance
Recycling, Re-use and Waste	This area includes Waste Management collection for Wyndham residents. This service includes the core domestic collection services in addition to the domestic recycling services and the optional green waste program. Council takes a proactive view of good practice in this area and encourages recycling of materials where possible, through its school waste educational program and waste management promotional campaigns.	16,450
		17,863
		1,413
Business Undertakings (Property)	Activities in this area include the Refuse Disposal Facility, which is run as a separate commercial exercise from other Council activities. The operations of the Refuse Disposal Facility are clearly segregated from those of Council's Waste Management Service, with the profits redirected toward Council to fund its annual capital program.	(17,162)
		(23,812)
		(6,650)
Environment Protection	Promoting good land management practice throughout the municipality including plant and animal control, as well as the administration of land management incentive programs and community awareness programs in the areas of land management.	1,891
		1,926
		35

Report of Operations: Theme 4 - Environment

Service Performance Indicators	Results 2017	Results 2016	Results 2015	Material Variations and Comments
Service/indicator/measure				
Waste Collection				
Satisfaction Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	113.50	111.39	114.93	Kerbside bin collection request volumes have been consistent over the last three financial years.
Service standard Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	4.47	4.32	4.92	Kerbside collection missed bin volumes have been consistent since 2014/15.
Service cost Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$108.69	\$106.54	\$108.36	Cost of kerbside garbage bin collection service have been consistent since 2014/15.
Service cost Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$14.76	\$25.89	\$25.91	Revenue generated from a drop in the contamination levels from 21.9% in 2015/16 to less than 15% in 2016/17 has contributed to a lower net cost of kerbside recyclables.
Waste diversion Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	37.15%	36.51%	36.82%	Green waste bin diversion is optional in Wyndham with approximately 31% of properties participating.

Theme 5: **Organisational Excellence**

Strategic Objectives

5.1 Good Governance

To maintain community confidence in the integrity and efficiency of the organisation. To continue to ensure there is a focus and commitment to transparency and accountability in Council decision making processes.

5.2 Communications

To keep the community well informed of Council services, programs and activities. To promote Wyndham City's natural and heritage assets in order to attract increased visitation, local expenditure and community pride.

5.3 Business Operations

To deliver best practice management, governance, administrative and human resource systems that support the delivery of Council services and programs to the Wyndham community.


5.4 Advocacy




To promote and campaign to outside agencies such as State and Federal Governments in order to secure projects, funding and partnership initiatives for the benefit of the community.

5.5 Financial Services

To manage resources efficiently and effectively to ensure Council's financial sustainability now and into the future.

Major Initiatives and Initiatives - Organisational Excellence

Major Initiative	Outcome	Green – achieved Red – not achieved
35) Embed the revitalised organisation structure to support Council's role in delivering the Wyndham 2040 Community Plan through wise and efficient initiatives; and grow an organisation culture which is passionate about innovation and motivated to achieve.	The review of the Organisational Structure at Director Level as well as the departure of the Director City Transformation resulted in two changes: the Director City Transformation position no longer exists and the Head of Strategy and Stakeholder Engagement role was changed to Head Strategy and Policy Impact. A new role was added, Chief Financial Officer – effective mid-August 2017.	

Initiative	Outcome	Green – achieved Red – not achieved
36) Continue with Excellence@Wyndham using the Australian Business Excellence Framework (ABEF) to improve productivity, innovation and efficiencies throughout the organisation.	Wyndham continued to use ABEF as the framework to assess and improve business performance over the financial year. In 2016/17 key actions have included the development of a new approach to efficiency including shared services projects, an innovative approach to assessing the organisation against the seven ABEF categories, the development of a leadership model for continued implementation of the framework and the embedding of a Continuous Improvement culture.	
37) Support the Victorian Electoral Commission in the conduct of the 2016 Council Election and implement an Induction and training program for the 2016 – 2020 Council.	An election for Wyndham City Council was successfully held in October 2016, with 95 candidates nominating across the three wards. Since that time, the elected Councillors participated in an initial induction program, however further training will continue throughout the term.	
38) Develop the new 2017-2021 Council Plan, together with the Community Health Wellbeing and Safety plan 2017-2021, within the context of Council's integrated planning framework and Wyndham 2040 District Plans.	The 2017-2021 <i>City Plan</i> was adopted by Council at its meeting of 27 June 2017. It successfully incorporated the <i>Community Health Wellbeing and Safety Plan for 2017-2021</i> . Wyndham 2040 and district plans were core to its structure and content.	

Initiative	Outcome	Green – achieved Red – not achieved
39) Work towards a high performance culture across the organisation through implementing the Culture Plan and People Strategy, establishing a high performance capability framework, and providing continued support for staff learning and development.	<p>The following elements of the <i>Culture Change Plan</i> received attention:</p> <ul style="list-style-type: none"> • Building capacity to develop the culture; four council employees are now accredited in facilitating the Life Styles Inventory and the Group Styles Inventory as tools to develop leadership and teams towards the aspirational constructive culture. • A Leadership Impact 360 assessment was developed to get feedback regarding leadership behaviour aligned to a constructive culture. The Leadership Impact (LI) Assessment was piloted in the City Transformation Directorate. The results of the pilot are being discussed with the managers and a consolidated report will be shared with the Executive. • A High Performance Framework was developed and approved by the Executive, and learning and development interventions are being aligned to develop the capabilities to deliver high performance in line with Our Wyndham Towards 2040. • Council's People Strategy is also being reviewed. 	
40) Establish a Project Management Office to improve effective and efficient delivery of a variety of projects across Council through establishing a Project Management Framework supported by staff mentoring and training.	The Project Management Framework (PMF) has been fully implemented for all projects. The PMF includes a manual and guidelines, an online portal and a dashboard to provide an overview of activity in the PMF and reporting functionality. Prior to implementation, training was delivered to relevant officers across the organisation. The PMF went live in time for the beginning of the 2017/18 financial year. Ongoing support, through the Project Management Office has been embedded into the team's core functions and structure.	
41) Review Council's marketing and public relations approach (including social media) to ensure the community is aware of Council's actions and achievements.	The Communications and Marketing team have undertaken a market research exercise to inform the review of the Strategy and internal consultation has also occurred. This is on track for completion.	
42) Implement the findings of the Town Planning Health Check to streamline processes primarily for sub-divisions and major projects.	Council has received funding from the Victorian Planning Authority in regards to streamlining for the Growth Program which has enabled the Town Planning Department to employ two additional staff to implement this project. The project involves inputting information into Surveying and Planning through Electronic Applications and Referrals (SPEAR) to update the outstanding permit conditions which streamlines the approval process. The creation of a dedicated Priority Projects Unit has also been identified as a way to streamline approvals for high priority applications such as those that generate local employment.	

Organisational Excellence

Services delivered and cost

Service	Description	Net cost Actual budget Variance
Advocacy	This area advocates for the interests of Wyndham City with a focus on traffic and transport, employment and skills, environment, infrastructure, community health, wellbeing and safety. Wyndham City has developed an Advocacy Strategy to engage and work with residents, community organisations and other stakeholders in its advocacy campaigns.	1,381
		427
		(954)
Plant Operating	This area of activity is responsible for overseeing and coordinating maintenance of the Council's fleet of motor vehicles and other motorised and mechanical equipment. The forecast costs represent Workshop Management and parts and services for the fleet.	(288)
		(258)
		30
Corporate Services	This area of activity represents the Council's financial management and finance functions, payroll and personnel departments, records management, customer service, information technology support services, risk and compliance management, and human resources management. These activities perform a critical support function that is crucial to an efficient functioning of the Council.	24,054
		22,674
		(1,380)
Council Operations	This activity represents the management of Council, including the core governance functions of the Chief Executive Officer and expenses relating to Councillors' activities. The budgeted amount further represents forecast costs in relation to various insurances and other statutory requirements. Additionally, rate enforcement activities, research services, and other governance related functions are included here. The costs in this area also include the full complement of employee related insurance and employment on-costs for the financial year.	(22,785)
		(10,527)
		12,258
Other Administration	Activities included in this area represent costs related to the Corporate planning function including the completion and implementation of Wyndham 2040 in addition to the external audit functions of the Council. This activity also encompasses the central administration of all Council memberships and affiliations with external agencies.	531
		608
		77

Report of Operations: Theme 5 - Organisational Excellence

Service Performance Indicators	Results 2017	Results 2016	Results 2015	Material Variations and Comments
Service/indicator/measure				
Governance				
Transparency <i>Council decisions made at meetings closed to the public</i> <i>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100</i>	13.48%	11.01%	15.81%	Decisions made by Council at meetings closed to the public are in accordance with the requirements of section 89 of the <i>Local Government Act 1989</i> and include contractual and personnel matters which were the subject of a number of items in 2016/17.
Consultation and engagement <i>Satisfaction with community consultation and engagement</i> <i>Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement</i>	65.00	73.50	69.00	Satisfaction for community consultation and engagement is down 11% in 2016/17. Factors including negative media attention around Councillors in the lead up to the local government elections may have contributed to this.
Attendance <i>Councillor attendance at council meetings</i> <i>[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100</i>	92.93%	85.86%	89.84%	Councillor attendance at its highest since 2014/15 when performance reporting commenced.
Service cost <i>Cost of governance</i> <i>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</i>	\$48,888.55	\$46,507.55	\$48,619.18	Slight increase in cost of governance as a result of the start of the new Council term including the Councillor Induction Program and training.
Satisfaction <i>Satisfaction with council decisions</i> <i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>	62.00	69.80	64.00	Community satisfaction with Council decisions decreased by 11%. This decline in satisfaction may be due to the additional media attention around elections.



Governance & Management

Governance

Wyndham City is constituted under the *Local Government Act 1989* to provide leadership for the good governance of the municipality. In providing this leadership, Council's objectives include to:

- Achieve the best outcomes for the local community, having regard to the long term and cumulative effects of its decisions;
- Promote the social, economic and environmental sustainability of taking into account the diverse needs of the local community in decision-making;
- Ensure resources are used efficiently and effectively;

- Ensure transparency and accountability of Council decision-making; and
- Improve the overall quality of life of people in our community.

In meeting the above objectives Council performs critical roles, including:

- Acting as a representative government by taking into account the diverse needs of the local community in its decisions;
- Establishing strategic objectives and monitoring achievements;
- Ensuring that resources are managed in a responsible and accountable manner;
- Advocating local interests more

broadly to other communities and governments;

- Acting as a responsible partner in government by taking into account the needs of other communities; and
- Fostering community cohesion and encouraging active participation in civic life.

While Council is the ultimate decision-making body, it delegates some decision-making to Council staff – through the Chief Executive Officer who is responsible for all staffing matters. The range and scope of these delegations are exercised in accordance with adopted Council policies.

General Election 2016

The Council Election was held in October 2016 for the 2016 to 2020 Council term. There were 95 candidates for the eleven Councillor positions. Seven new Councillors were elected and four were returned (see Councillor Profiles on page 39).

A comprehensive Councillor Induction Program commenced immediately following the announcement of the election results. This program included an overview of the key issues for the

municipality now and into the future, the statutory and legal obligations of Council and Councillors, good governance practices in the local government context including decision-making processes and an orientation to the organisation. It is the intention that the program continues over the four year term to ensure that a focus is maintained on the key developments and directions in regard to governance arrangements.

Councillor Portfolios

Following the 2016 election, Council confirmed its commitment to the Councillor Portfolio approach which had been established in the previous term of Council.

These portfolios will continue to be linked to priorities in the *Wyndham City Plan 2017-2021*. Each Councillor has been appointed to a portfolio which enables the Councillors to develop a more detailed knowledge of particular policy areas. The Mayor

is appointed to the Cultural Diversity and Growth and Transport portfolios given their importance to Wyndham's growing and diverse municipality. Each Councillor chairs a Portfolio Committee, most of which include community representatives. These Committees ensure that important Council strategies and policies are actively reviewed by community members and while they do not have ultimate decision-making power they do make detailed policy and other recommendations to Council.



Community Focus



Cultural Diversity



Family-Friendly Cities



Future-Focused Economy



Learning City



Environment and Sustainability



Smart City



Tourism and Major Events



Sports Development



Arts, Culture and Heritage



Urban Futures



Growth and Transport



Meetings of Council

From July to December 2016, Council conducted its Ordinary and Special Council Meetings on the last Monday of each month. Since the start of 2017 the Meetings have been held on the first Tuesday of each month. For the 2016/17 financial year Council held:

- 12 Ordinary Council Meetings; and
- 6 Special Council Meetings.

Councillor attendance

From July 2016 until the Council Election on 22 October 2016 there were four Ordinary Council Meetings and two Special Council Meetings held. From November 2016 until the end of June 2017 there were eight Ordinary Council Meetings and four Special Council Meetings held.

Special Committees

Council did not have any Special Committees in 2016/17.

Councillor	Council Meeting	Special Council	Total
Cr Aaron An¹	8	4	12
Cr Henry Barlow¹	8	4	12
Cr Marie Brittan³	4	2	6
Cr Bob Fairclough³	4	1	5
Cr Peter Gibbons³	3	1	4
Cr John Gibbons²	11	6	17
Cr Josh Gilligan¹	8	4	12
Cr Glenn Goodfellow³	4	1	5
Cr Gautam Gupta³	3	2	5
Cr Adele Hegedich³	4	2	6
Cr Tony Hooper¹	8	4	12
Cr Intaj Khan²	11	4	15
Cr Kim McAliney¹	8	4	12
Cr Heather Marcus²	10	4	14
Cr Peter Maynard²	11	6	17
Cr Mia Shaw¹	8	4	12
Cr Walter Villagonzalo¹	8	4	12
Cr Michele Wharrie³	4	2	6

Councillor Expenses and Allowances

Councillor Allowances

Councillors are entitled to receive an allowance while performing their duties. The Mayor is entitled to receive a higher allowance.

The State Government sets the upper and lower limits of all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each Council. Wyndham is recognised as a category three council.

At the Ordinary Council meeting on 28 January 2016 Council resolved to fix the allowances for the Council term at \$26,843 per annum for Councillors and \$85,741 per annum for the Mayor plus the equivalent of the superannuation guarantee contribution (9.5%). The Minister for Local Government approved annual adjustments of 2.5% to take effect from 24 December 2013, 1 December 2014, 1 December 2015 and 1 December 2016.

At the 27 June 2017 Council Meeting, in accordance with the requirements in the *Local Government Act 1989* regarding the requirement to review the allowances following a General Election, Council resolved to fix the allowances for the remainder of the 2016-2020 Council term at \$29,630 for Councillors and \$94,641 for the Mayor, plus the equivalent of the superannuation guarantee contribution (9.5%). These amounts are in accordance with the annual adjustment which was made by the Minister as at 1 December 2016 for category three councils. The Minister for Local Government may approve annual adjustments to the allowance amounts.

Allowances received by Councillors for the 2016/17 year are detailed on the right.

Councillor Expenses

In accordance with section 75 of the *Local Government Act 1989*, Council is required to reimburse a Councillor for expenses incurred whilst performing Council duties. Wyndham City manages this process via the *Councillor Expenses and Entitlements Policy* (2014) which provides guidance on the provision of resources and reimbursements to Councillors. The details of the expenses for the 2016/17 year are detailed on the next page.

Councillor	Total allowance payment
Cr Aaron An ¹	22,557.10
Cr Henry Barlow ¹	72,049.49
Cr Marie Brittan ³	7,561.58
Cr Bob Fairclough ³	7,561.58
Cr Peter Gibbons ³	7,561.58
Cr John Gibbons ²	30,118.68
Cr Josh Gilligan ¹	22,557.10
Cr Glenn Goodfellow ³	7,561.58
Cr Gautam Gupta ³	7,561.58
Cr Adele Hegedich ³	25,012.78
Cr Tony Hooper ¹	22,557.10
Cr Heather Marcus ²	30,118.68
Cr Intaj Khan ²	22,557.10
Cr Kim McAliney ¹	30,118.68
Cr Peter Maynard ²	30,118.68
Cr Mia Shaw ¹	22,557.10
Cr Walter Villagonzalo ¹	22,557.10
Cr Michele Wharrie ³	7,561.58

Key

1. Elected at the 2016 General Election
2. Re-elected at the 2016 General Election
3. Retired at the 2016 General Election

Councillor	Internet/ Phone Charges	IT Equipment	Functions/ Events	Family (Child) Care	Member- ships	Stationery	Training/ Conferences	Mileage/ Cabcharge/ Parking	Travel	Total
Cr Aaron An¹	\$1,163	\$800	-	-	-	\$11	\$2,045	\$233	\$789	\$5,041
Cr Henry Barlow¹ Mayor 2016-2017	\$1,163	\$800	\$639	-	-	\$11	\$1,279	\$103	\$1,586	\$5,581
Cr Marie Brittan³	\$580									\$580
Cr Bob Fairclough³	\$521		\$298					\$262		\$1,081
Cr Peter Gibbons³	\$710									\$710
Cr John Gibbons²	\$1,715	\$800	\$145	-	-	\$11	-	\$622		\$3,293
Cr Josh Gilligan¹	\$1,163	\$800	\$180	-	-	\$11	-	-		\$2,154
Cr Glenn Goodfellow³	\$658		\$88							\$746
Cr Gautam Gupta₃	\$620									\$620
Cr Adele Hegedich₃ Mayor until 22 October 2016	\$620						\$795	\$133		\$1,548
Cr Tony Hooper₁	\$1,163	\$800	\$141	\$60	-	\$11	-	-		\$2,175
Cr Intaj Khan²	\$1,763	\$829	\$78	-	-	\$54	-	-		\$2,724
Cr Kim McAliney¹	\$1,161	\$800	\$288		\$500	\$11	\$1,454	\$220		\$4,434
Cr Heather Marcus²	\$2,084	\$800	\$106	-	-		-	-		\$2,990
Cr Peter Maynard²	\$1,523	\$800	\$189	-	\$500	\$54	-	-		\$3,066
Cr Mia Shaw¹	\$1,163	\$800	\$211	-	-	\$11	-	-		\$2,185
Cr Walter Villagonzalo¹	\$1,163	\$800	\$177	-	-	\$11	\$840	-		\$2,991
Cr Michele Wharrie³	\$483									\$483
Total	\$19,416	\$8,829	\$2,540	\$60	\$1,000	\$196	\$6,413	\$1,573	\$2,375	\$42,402

Key

1. Elected at the 2016 General Election
2. Re-elected at the 2016 General Election
3. Retired at the 2016 General Election

Conflict of Interest

Councillors are elected to act in the best interests of the community. This is a position of trust that requires Councillors to act in the public interest. When a Council delegates its powers to a Council officer, the officer also needs to act in the public interest. Conflict of interest is about transparency. Councillors and staff must be clear that their private interests are not affecting their public

duties and they are not using their position for personal benefit. Procedures apply when Councillors and staff identify that they have a conflict of interest in a matter. Council provides conflict of interest training for Councillors and staff to ensure that they understand the provisions in the *Local Government Act 1989* which relate to conflicts of interest and the process that apply to

declaring and managing such conflicts. During the Councillor Induction Program following the 2016 General Election conflict of interest training was provided to Councillors. There were a total of 22 conflicts of interests declared by Councillors at Ordinary Council Meetings and Special Council Meetings during 2016/17. Also, 51 staff attended conflict of interest training during 2016/17.

Code of Conduct

In accordance with the requirements of the *Local Government Act 1989*, Council called a special meeting solely for the purpose of reviewing, approving any amendments and adopting the Councillor Code of Conduct within four months of the 2016 General Election.

This Special Council Meeting was held on 7 February 2017.

The Code includes the roles and responsibilities, Councillor conduct principles, matters which relate to civic representation, information and

resources, dispute resolution procedures and policies which are associated with the Code including the 2016 Election Period Policy. The Code also includes a section on the function of the Chief Executive Officer and Councillor interaction with staff.

Submissions

The following submissions were received under s223 of the *Local Government Act 1989* during the 2016/17 year.

Council Meeting	Title	S 223 Submissions
Ordinary Council 22/8/16	Notice of Intention to lease land at 29-31 Windorah Drive Point Cook (Featherbrook Reserve) to Vodafone Network Pty Ltd	1
Ordinary Council 28/11/16	Proposed lease of land at 115 Kenning Road, Tarneit	0
Ordinary Council 7/2/17	Notice of Intention to lease land at 2 Boyanich Court, Hoppers Crossing to Vodafone Network Pty Ltd	79
Ordinary Council 7/3/17	Proposed disposal of surplus land located at Hoppers Crossing and Point Cook	0
Ordinary Council 13/6/17	New lease proposal- Powercor Electricity Substation, Williams Landing Reserve and Williams Landing	0
Special Council Meeting 13/6/17	Consideration of submissions regarding the Proposed Integrated Plan & Budget 2017/18 and Council's Draft City Plan 2017-2021	26 (Plan and Budget) 13 (City Plan)

Risk Management

Our Wyndham, Towards 2040 enables the organisation to better meet new and emerging community needs and aspirations, enhance service delivery, drive efficiency, and deliver the best possible value to the community.

Enterprise risk management is a vital component of good governance that mitigates exposures, underpins integrity, informs decisions, and improves business performance.

During 2016/17, the newly formed Contracts, Procurement and Risk Management team continued to foster a 'Risk Aware, Risk Ready and Resilient' organisation by completing year four of the Five-Year Enterprise Risk Management (ERM) strategy. Key achievements for the year were:

- Quarterly review and endorsement of the Strategic Risk Profile, Corporate Risk Profile, Risk Appetite Statement and Compliance Attestation;
- Annual review of department risk profiles and business continuity plans;
- Implementation of a whistle-blower hotline to augment the fraud and corruption control program; and
- Improved e-training and provision of advice and support to internal stakeholders to further embed effective risk management into strategies, programs, activities and processes.

These achievements effectively managed risk exposure and identified business opportunities. This contributed to

enhanced business performance and improved outcomes for the community.

Audit and Risk Management Committee

In accordance with the *Local Government Act 1989*, Wyndham City has operated an Audit and Risk Management Committee since 1996. The Audit and Risk Management Committee is an independent advisory committee to Council and provides independent assurance and advice to Council in relation to financial management, audit, risk management, internal controls, regulatory compliance and reporting and council operations. The membership of the Committee during 2016/17 was:

Independent Members:

- Ms Gaye Mason (Chair)
- Dr John Purcell
- Mr John Watson
- Ms Danielle Walker

Councillors (prior to Council Election)

- Cr Adele Hegedich (Mayor)
- Cr Glenn Goodfellow
- Cr Intaj Khan

Councillors (post Council Election)

- Cr Henry Barlow (Mayor)
- Cr Kim McAliney (Deputy Mayor)
- Cr Aaron An

Standing Invitation

- Ms Kelly Grigsby – Chief Executive Officer

- Mr Steven Lambert (prior to May 2017) and Mr Gavin Shields (post May 2017) – Director City Transformation
- Mr Ben Lester – Manager Contracts, Procurement & Risk Management (Committee Secretary)

Ms Danielle Walker retired from her position as an independent member of Audit and Risk management Committee in June 2016 after completing her maximum of two- three year terms. The process to fill the vacancy commenced in June 2017. New Councillor members were appointed after the Council election held in October 2016. Mr Steven Lambert departed the organisation in May 2017 and was temporarily replaced by Mr Gavin Shields for the remainder of the financial year.

The Committee meets four times annually to consider various issues, submissions and reports and make recommendations to Council and Wyndham City management, such as:

- Endorsement of Council's annual internal audit program;
- Endorsement of the Council's annual statement of financial accounts and performance reports;
- Oversee the implementation of audits recommendations made by the Victorian Auditor General Office (VAGO) and Victorian Ombudsman;
- Review and provide advice on Council's management of investments;
- Endorsement of Council's key policies; and
- Endorsement of Council's Risk Management Policy, Strategy and Framework, Strategic Risk Profile and Risk Appetite Statement.

Documents available for public inspection

Council maintains documents which are prescribed by Regulation 12 of the Local Government (General) Regulations 2015 to be made available for inspection at the Wyndham Civic Centre at 45 Princes Highway, Werribee. The information includes travel undertaken by Councillors and staff, property related leases, delegations and authorisations and donations and grants made by Council. The agendas, minutes and video recordings of Council meetings are available via the Council website at www.wyndham.vic.gov.au.

Freedom of Information

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the Freedom of Information Act 1982, Council is required to publish certain statements in our annual report or separately on our website concerning our functions and information available to the public. Council publishes these statements separately, however provides the following summary of the application and operation of the Freedom of Information Act 1982.

Section 17 of the *Freedom of Information Act 1982* details the process for obtaining access to the documents which is outlined as follows:

- Requests should be in writing;
- The document requested should be identified as clearly as possible; and
- The request should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in possession of Wyndham City should be addressed to the Freedom of Information and Privacy Officer, and can be made online, by email, post or in person.

Access charges (such as photocopying, search and retrieval charges) may also apply once documents have been processed and a decision on access has been made.

Further information about FOI can be found at www.foi.gov.au and on Wyndham City's website.

FOI Requests	2016/17
Total number of Requests	28
Access granted in full	6
Access granted in part	8
Access denied in full	3
Other	11
Number of decision reviews or complaints referred to the FOI Commissioner	0
Number of appeals to VCAT	0

Information Privacy

Victorian Councils are required to comply with the Privacy and Data Protection Act 2014, and the Health Records Act 2001 and their associated privacy principles. Councils are also required to adopt policies on the management and handling of personal and health information of individuals it has contact with.

Wyndham's Privacy Policy (updated 21 March 2017) publicly articulates Council's commitment to protecting individual's right to privacy and ensuring that personal and health information

is handled responsibly, fairly and consistently with the Privacy and Data Protection Act 2014 and the Health Records Act 2001.

In 2016/17 Council undertook an organisational wide assessment into its handling practices for personal and health information. The assessment resulted in a number of improvements to handling practices and an increased awareness of privacy compliance across the organisation. In 2016/17 there were three privacy complaints received, which on investigation, one was

deemed unfounded and 2 were upheld. Wyndham received and processed 336 requests throughout the year for access to personal information from statutory agencies. To maintain organisational awareness and compliance with privacy, 274 staff were trained throughout 2016/17.

Information requests and any questions or complaints regarding people's rights to privacy can be discussed with Council's Privacy Officer on ph: 8734 0464.

Carer's Recognition

The Carers Recognition Act 2012 promotes and values the role of people in care relationships and formally recognises the contribution that carers and people in care relationships make to the social and economic fabric of the Victorian community.

Wyndham City Council has taken all practicable measures to comply with its obligations under the Act. Wyndham City Council has promoted the principles of the Act to people in care relationships who receive our services and to the wider community by:

- positively promoting the valuable role carers play in the community at

community events;

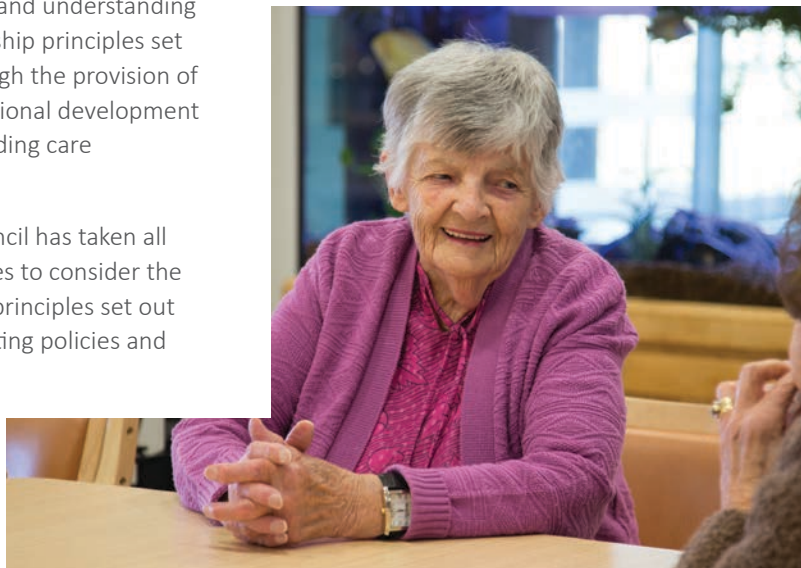
- providing information to staff and clients regarding support for carers through services provided by and on behalf of Wyndham City Council; and
- providing links to State Government and other carer related resource materials on our website.

Wyndham City Council has taken all practicable measures to ensure our staff have an awareness and understanding of the care relationship principles set out in the Act through the provision of training and professional development opportunities regarding care relationships.

Wyndham City Council has taken all practicable measures to consider the carer relationships principles set out in the Act when setting policies and

providing services by:

- reviewing our employment policies such as flexible working arrangements and leave provisions to ensure that these comply with the statement of principles in the Act; and
- developing and undertaking a satisfaction survey with people receiving aged and disability services through Wyndham City Council.



Contracts

During the year Council entered into the following contracts valued at \$150,000 or more for services of \$200,000 or more, for works in kind specified in section 186(a) and (c) of the Local Government Act 1989.

It did enter into contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.

C1890/17 - CEO Authorisation - Exemption from purchasing procedure in relation to the RDF's GPS Tracking system: Provision of Animal Management Services

Wyndham City Council entered into the following contracts in accordance with section 186(5)(C) of the *Local Government Act 1989*. The contracts listed were entered into on the reliance of Ministerial exemption.

Third-Party Contracts

C1860/17	MAV- Recruitment Neutral Vendor Managed Service RS8017 (Comensura)
Q1812/17	MAV- 1912-0619 – Courier and Personal Transport Services
C1889/17	MAV- contract Corporate Wardrobe (NPN2.11.2 contract expiring 15 July 2019)
C1889/17	MAV- Workwear and Personal Protective Apparel (NPN3.11-2 contract expiring 30 September 2019)
C1887/17	MAV- Supply & Delivery of One 14,000kg GVM Tipping Truck fitted with 6000 Litre Skid Mounted Water Tank (MAV NPN04.13, NPN1.15 & NPN2.15)
C1862/17	MAV- Plant Machinery and Equipment Contract NPN 2.15
C1855/17	MAV- Trucks Contract NPN 04-13 & Specialised Trucks & Bodies NPN1.15
C1854/17	MAV- Plant & Machinery Equipment NPN.2.15
Q1767/17	PA- Contract 1711-1401 Tree Data Collection
Nil	PA- 1610-0106-2- One-year contract extension for the Provision of Supply of Metered Deliveries of Bulk Fuels (PA 1610-0106-2) taking the contract to 2017. An additional one-year extension is still available under this agreement, expiring in 2018.
Nil	PA- 1801/0503- Mobile Garbage Bin to supply and deliver new mobile garbage bins
Q1788/17	The End User Computing Equipment (State Purchase Contract)- ICT-WOVG-04-2014-01
Q1808/17	Wi-Fi Replacement for the Civic Centre (Procurement Australia Contract – IT Products and Services (1806/0711)

Charter of Human Rights and Responsibilities

Council fully subscribes to the Charter of Human Rights and Responsibilities Act 2006; in the way we interact with our staff as well as the broader community.

Council recognise that all people are born free and equal in dignity and rights.

This Charter is founded on the following principles:

- Human rights are essential in a democratic and inclusive society
- that respects the rule of law, human dignity, equality and freedom;
- Human rights belong to all people without discrimination, and the diversity of the people of Victoria enhances our community;
- Human rights come with responsibilities and must be exercised in a way that respects the human rights of others; and
- Human rights have a special importance for the Aboriginal people of Victoria, as descendants of Australia's first people, with their diverse spiritual, social, cultural and economic relationship with their traditional lands and waters.

Council in particular observes the responsibilities referred to in:

- Part 2 of Charter – Various Human Rights;
- Part 3 of the Charter – Application of Human Rights in Victoria; and
- Part 3 of the Charter, Division 4 – Obligation on public authorities.



Disability Action Plan

The Wyndham City Disability Access & Inclusion Strategy 2013-2017 commits Wyndham City to improving opportunities for all people in Wyndham to enjoy full participation in community life.

Our 2016/17 achievements include:

- Community engagement and planning activities to support NDIS readiness in Wyndham;
- Pathways to employment partnerships;
- Inclusive Learning forum;
- Inclusive events and celebrations;
- Developing Disability Cultural Confidence training program available for all employees;
- Partnership initiatives to promote awareness of mental health;
- Changing Places incorporated in new community facilities plans; and
- Opening of the Wyndham Innovative Respite Facility.

Domestic Animal Management Plan



Under the Domestic Animals Act 1994, Council is required to develop a Domestic Animal Management (DAM) Plan.

The 2013-16 DAM Plan enhanced community wellbeing through the delivery of a range of animal management services. These include:

- Training of authorised animal management officers;
- Registration and identification of dogs and cats;
- Minimising the nuisance caused by dogs and cats;
- Addressing dog attacks;

- Identification and monitoring of dangerous, menacing and restricted breed dogs;
- Addressing issues of cat over-population; and
- Regulation of domestic animal businesses.

The next Plan will cover the period 2017-2021. The new Plan is required to be submitted to the Secretary of the Department of Economic Development, Jobs, Transport and Resources by 3 November 2017, to cover the period between 2017 and 2021. The Plan was due to be renewed in 2016 however the period was extended by the Secretary for a year due to the municipal elections.

Food Act

In accordance with section 7E of the Food Act 1984, Council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report.

No such Ministerial Directions were received by Council during the financial year.



Legislation Impacting Council

(Does not include all legislation)

- Building Act 1993
- Carers Recognition Act 2012
- Catchment and Land Protection Act 1994
- Charter of Human Rights and Responsibilities Act 2006
- Child Wellbeing and Safety Act 2005
- Coastal Management Act 1995
- Conservation, Forests and Lands Act 1987
- Crimes Act 1958
- Crown Lands (Reserves) Act 1978
- Disability Act 2006
- Domestic Animals Act 1994
- Domestic Animals Regulations 2015
- Emergency Management Act 1986
- Environment Protection Act 1970
- Equal Opportunity Act 2010
- Fences Act 1968
- Fire Services Property Levy Act 2012
- Food Act 1984
- Freedom of Information Act 1982
- Gambling Regulation Act 2003
- Graffiti Prevention Act 2007

- Independent Broad-based Anti-corruption Commission Act 2011
- Infringements Act 2006
- Interpretation of Legislation Act 1984
- Impounding of Livestock Act 1994
- Land Act 1958
- Liquor Control Reform Act 1998
- Local Government Act 1989
- Occupational Health and Safety Act 2004
- Planning and Environment Act 1987
- Planning and Environment (Planning Schemes) Act 1996
- Privacy and Data Protection Act 2014
- Protected Disclosure Act 2012
- Public Health and Wellbeing Act 2008
- Public Records Act 1973
- Residential Tenancies Act 1997
- Road Management Act 2004
- Road Safety Act 1986
- Road Safety (Traffic Management) Regulations 2009
- Subdivision Act 1988
- Valuation of Land Act 1960
- Victorian Civil Administrative Tribunal Act 1998
- Water Act 1989

Local Laws

The Community Amenity Local Law was adopted on 26 October 2015.

(See weblink: <https://www.wyndham.vic.gov.au/sites/default/files/2016-06/2015%20Community%20Amenity%20Local%20Law.pdf>).

There have been no changes to the local laws.

Road Management Act

In accordance with section 22 of the *Road Management Act 2004*, a Council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial Directions were received by Council during the financial year.

Protected Disclosure Procedures

Wyndham City Council has established and published Protected Disclosure Procedures under s 58 of the Protected Disclosure Act 2012 ("Act") and in accordance with the Guidelines of the Independent Broad-based Anti-corruption Commission ("IBAC") published under s 57 of the Act. The Protected Disclosure Procedure is a resource for disclosers and potential disclosers which covers:

- how disclosures may be made to the Council;
- how the Council manages the receipt of disclosures;
- how the Council assesses disclosures it is able to receive under the Act;
- notifications the Council is required to make about disclosures, to both disclosers and to the IBAC; and
- how the Council protects certain people from detrimental action being taken against them in reprisal for making a protected disclosure.

Council's Protected Disclosure Procedures are readily available to staff

and stakeholders via Council's intranet. In accordance with Part 2 of the Act, Council ensure a protected disclosure can either verbally, in-writing, or via electronic communications using the following approaches:

- submission to a delegated Protected Disclosure Coordinator, or Protected Disclosure Officer;
- submission via Council's 24-hour Whistle-blower Hotline; and
- direct submission to IBAC or to the Victorian Ombudsman.

In 2016/17, Council submitted two complaints to IBAC: (a) one (1) protected disclosure compliant under section 58 of Protected Disclosure Act, and (b) one (1) mandatory self-report under 57A of Independent Broad-Based Anti-corruption Commission Act 2011. The protected disclosure compliant was submitted to, and investigated by IBAC. No formal proceedings were undertaken by IBAC following the investigation. The mandatory self-report was issued to IBAC, which was referred back to Council to undertake its own investigation.

Infrastructure and Development Contributions

Table 1 – Total DCP levies received in 2016/17

DCP name and year approved	Levies received in 2016/17 financial year (\$)
Wyndham West- 2014	\$8,659,926
Wyndham North- 2014	\$19,212,798
Truganina Employment Precinct 2009	\$3,652,523
Truganina South	\$893,875
Total	\$32,419,122

Table 2 – DCP land, works, services or facilities accepted as works-in-kind in 2016/17

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Truganina Employment 2009	25	2.3900 hectares- Leakes Road west of Palmers Road	Land acquisition	\$1,561,231
Truganina Employment 2009	48	1.0800 hectares- Palmers Road between Dohertys Road and Leakes Roads Road west of Palmers Road	Land acquisition	\$705,494
Truganina Employment 2009	23	Culvert crossing- Leakes Road west of Palmers Road	Construction	\$438,647
Truganina Employment 2009	24	Powerline relocation- Leakes Road west of Palmers Road	Construction	\$269,147
Truganina Employment 2009	27	Mid-block intersection- Leakes Road west of Palmers Road	Construction	\$288,143
Wyndham West 2014	IN-29	0.2240 hectares- Intersection of Ballan Road and Welcome Parade	Land acquisition	\$80,640
Wyndham West 2014	IN-29	Intersection at Ballan Road and Welcome Parade	Construction	\$2,801,190
Wyndham North 2014	IN-88-02	0.1886 hectares- Intersection of Davis Road and east-west connector	Land acquisition	\$75,440
Wyndham North 2014	RD-89-02b	0.15326 hectares- Leakes Road between Tarneit Road and Derrimut Road	Land acquisition	\$996,190
Wyndham North 2014	IN-89-14	0.6249 hectares- Intersection of Leakes Road and Tarneit Road	Land acquisition	\$406,185
Wyndham North 2014	IN-89-15	0.1215 hectares- Intersection of Leakes Road and Crossway Avenue	Land acquisition	\$78,975
Wyndham North 2014	RD-89-02a	1.3161 hectares- Leakes Road between Tarneit Road and Davis Road	Land acquisition	\$802,821
Wyndham North 2014	IN-89-14	0.5728 hectares- Intersection of Leakes Road and Tarneit Road	Land acquisition	\$349,408
Total				\$8,853,511

Table 3

DCP	S173 Agreement	Objective	Executed	Land Project			Construction		
				ID	Description	Value	ID	Description	Value
Truganina Employment	Westside Industrial	A1700942	07-Jun-17	25	2.3900 hectares- Leakes Road west of Palmers Road	\$1,561,231			
				48	1.0800 hectares- Palmers Road between Dohertys Road and Leakes Roads Road west of Palmers Road	\$705,494			
							23	Culvert crossing- Leakes Road west of Palmers Road	\$438,647
							24	Powerline relocation- Leakes Road west of Palmers Road	\$269,147
							27	Mid-block intersection- Leakes Road west of Palmers Road	\$288,143
						\$2,266,725			\$995,937
Wyndham West	Jubilee	A1670100	08-May-17	IN-29	0.2240 hectares- Intersection of Ballan Road and Welcome Parade	\$80,640	IN-29	Intersection at Ballan Road and Welcome Parade	\$2,801,190
Wyndham North	700 Davis Road, Tarneit	A1695369	20-Apr-17	IN-88-02	0.1886 hectares- Intersection of Davis Road and east-west connector	\$75,440			
				RD-89-02b	0.15326 hectares- Leakes Road between Tarneit Road and Derrimut Road	\$996,190			
				IN-89-14	0.6249 hectares- Intersection of Leakes Road and Tarneit Road	\$406,185			
				IN-89-15	0.1215 hectares- Intersection of Leakes Road and Crossway Avenue	\$78,975			
				RD-89-02a	1.3161 hectares- Leakes Road between Tarneit Road and Davis Road	\$802,821			
				IN-89-14	0.5728 hectares- Intersection of Leakes Road and Tarneit Road	\$349,408			
						\$2,709,019			
						\$5,056,384			\$3,797,127

Best Value

Wyndham City Council is committed to continuously improving our services and providing value for money to our residents.

The *Local Government Act 1989* Section 208B outlines six Best Value Principles that Councils must comply with:

- a. All services provided by Council must meet the quality and cost standards;
- b. All services provided by Council must be responsive to the needs of its community;
- c. Each service provided by Council must be accessible to those members of the community for whom the service is intended;
- d. Council must achieve continuous improvement in the provision of services for its community;
- e. Council must develop a program of regular consultation with its community in relation to the services it provides; and
- f. Council must report regularly to its community on its achievements in relation to the principles above (a – e).

Wyndham subscribes to the Australian Business Excellence Framework which provides us with a guide for improvement and achievement of sustainable organisational excellence. It guides how we review, analyse and implement our leadership and management practices. The *Australian Business Excellence Framework* supports the delivery of Best Value to the community by ensuring our organisational processes, systems and

practices are best practice thus ensuring quality outcomes.

Council empowers the organisation to continually improve our processes and systems to ensure we deliver high quality community outcomes. A Productivity and Efficiency Improvement Program has been developed to identify and realise efficiency savings across the organisation as a way of responding to external and internal financial pressures. The program is focusing on how to share our services with neighbouring Councils, increasing revenue and cost reduction.

During 2016/17 we developed a new *Customer Experience Strategy* which outlines our approach to ensuring the organisation provides excellence and consistent customer service to our community.

We rolled out a program to collate the value of all of our services into one central repository, our Service Catalogue. This repository will continually improve over the 2017/18 with a plan for development and review. This central repository of information will form the basis for annual service planning into the future.

Council delivered a range of community engagement and consultation opportunities on plans and projects across the City. From February to June 2017, we delivered a comprehensive consultation and engagement process with the community to inform the development of the new Council Plan – *Wyndham City Plan 2017-21*.

This included pop-up sessions in local places and at events and surveys and workshops with over 400 stakeholders.

Our place-based community engagement was delivered through convening and supporting the 4 District Advisory Committees, which oversee District Plans to help realise the 2040 vision. In 2016/17 the committees provided local area advice and were supported to gather local community ideas about opportunities to build on existing strengths and address challenges.

Council reviewed and recruited for the 12 Portfolio Committees, with a goal of focussing extra attention on the key priority areas of our City. Each of the 12 Committees is chaired by a Councillor, and is comprised of a Committee of residents and local stakeholders with a wealth of knowledge and experience in the area of their portfolios. The Committees provide advice on a range of strategies and policies that contribute to making Wyndham a great place to live, work and play.

Council also delivered a series of Listening Posts, which are pop-up engagements in local neighbourhoods and activity centres where residents have the chance to hear about Council plans, provide input, feedback and general comment to Council, and connect with Councillors and staff.

National Competition Policy

In accordance with section 22 of the *Road Management Act 2004*, a Council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial Directions were received by Council during the financial year.

Governance and Management Checklist


The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.


Governance and Management Items		Assessment	
1.	Community engagement policy (policy outlining council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 24 June 2013	<input checked="" type="checkbox"/>
2.	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 8 October 2013	<input checked="" type="checkbox"/>
3.	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 27 June 2017	<input checked="" type="checkbox"/>
4.	Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 27 June 2017	<input checked="" type="checkbox"/>
5.	Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: <ul style="list-style-type: none"> Facilities: 2 July 2011 Open Space: 2 July 2011 Roads: 2 July 2011 Stormwater: 2 July 2011 	<input checked="" type="checkbox"/>
6.	Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 27 June 2016	<input checked="" type="checkbox"/>
7.	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 23 June 2014	<input checked="" type="checkbox"/>
8.	Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 11 March 2015	<input checked="" type="checkbox"/>
9.	Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 23 January 2015	<input checked="" type="checkbox"/>
10.	Procurement policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: 27 June 2016	<input checked="" type="checkbox"/>

Governance and Management Items		Assessment	
11.	Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 1 December 2014	<input checked="" type="checkbox"/>
12.	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 14 March 2017	<input checked="" type="checkbox"/>
13.	Risk management framework (framework outlining council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 4 March 2015	<input checked="" type="checkbox"/>
14.	Audit Committee (advisory committee of council under section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 17 June 1996	<input checked="" type="checkbox"/>
15.	Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Engaged Date of engagement of current provider: 20 February 2016	<input checked="" type="checkbox"/>
16.	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 1 July 2016	<input checked="" type="checkbox"/>
17.	Council Plan reporting (report reviewing the performance of the council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of report: 22 February 2016	<input checked="" type="checkbox"/>
18.	Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to council in accordance with section 138(1) of the Act Date statements presented: <ul style="list-style-type: none"> • 12 September 2016 • 2 November 2016 • 7 March 2017 • 13 June 2017 	<input checked="" type="checkbox"/>
19.	Risk reporting (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: <ul style="list-style-type: none"> • 7 December 2016 • 7 June 2017 	<input checked="" type="checkbox"/>
20.	Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports Date of reports: <ul style="list-style-type: none"> • 12 September 2016 • 2 February 2017 	<input checked="" type="checkbox"/>

Governance and Management Items		Assessment	
21.	Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered and approved at a meeting of council in accordance with section 134 of the Act Date statements presented: 28 November 2016	<input checked="" type="checkbox"/>
22.	Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 76C of the Act Date reviewed: 7 February 2017	<input checked="" type="checkbox"/>
23.	Delegations (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date of review: <ul style="list-style-type: none">• Council to CEO: 24 June 2013• CEO to Staff: 14 June 2017	<input checked="" type="checkbox"/>
24.	Meeting procedures (a local law governing the conduct of meetings of council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 22 September 2014	<input checked="" type="checkbox"/>

I certify that this information presents fairly the status of Council's governance and management arrangements.


Kelly Grigsby
 Chief Executive Officer
 Dated: 19/09/2017


Cr Henry Barlow
 Mayor
 Dated: 19/09/2017

Glossary

Act

means the *Local Government Act 1989*

Annual report

means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement

Budget

means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan

Council plan

means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year

Financial performance indicators

means a prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency

Financial statements

means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report

Financial year

means the period of 12 months ending on 30 June each year

Governance and management checklist

means a prescribed checklist of policies, plans and documents that councils must report the status of in the report of operations, covering engagement, planning, monitoring, reporting and decision making

Indicator

means what will be measured to assess performance

Initiatives

means actions that are one-off in nature and/or lead to improvements in service

Major initiative

means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget

Measure

means how an indicator will be measured and takes the form of a computation, typically including a numerator and denominator

Minister

means the Minister for Local Government

Performance statement

means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report

Planning and accountability framework

means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act

Regulations

means the Local Government (Planning and Reporting) Regulations 2014

Relevance

means indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved

Report of operations

means a report containing a description of the operations of the council during the financial year and included in the annual report

Services

means assistance, support, advice and other actions undertaken by a council for the benefit of the local community

Service outcome indicators

means the prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved

Service performance indicators

means a prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes

Strategic objectives

means the outcomes a council is seeking to achieve over the next four years and included in the council plan

Strategic resource plan

means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. It is also referred to as a long term financial plan

Strategies

means high level actions directed at achieving the strategic objectives in the council plan

WYNDHAM CITY
CONSOLIDATED ANNUAL FINANCIAL REPORT

For the Year Ended 30 June 2017

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Comprehensive Income Statement For the Year Ended 30 June 2017

	Note	2017 \$'000	2016 \$'000
Income			
Rates and charges	3	173,221	162,168
Statutory fees and fines	4	14,313	11,778
User fees	5	79,603	71,730
Grants - operating	6	48,562	28,653
Grants - capital	6	11,701	9,459
Contributions - monetary	7	49,642	33,875
Contributions - non monetary	7	165,031	139,823
Net gain on disposal of property, infrastructure, plant and equipment	8	-	862
Other income	9	6,586	4,836
Total income		548,659	463,184
Expenses			
Employee costs	10	117,661	111,596
Materials and services	11	102,120	101,499
Bad and doubtful debts	12	1,118	2,889
Depreciation and amortisation	13	70,749	65,364
Borrowing costs	14	2,478	1,868
Net loss on disposal of property, infrastructure, plant and equipment	8	68	-
Other expenses	15	5,181	2,992
Total expenses		299,375	286,208
Surplus/(deficit) for the year		249,284	176,977
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	23	227,975	109,078
Total comprehensive result		477,259	286,054

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet As at 30 June 2017

	Note	2017 \$'000	2016 \$'000
Assets			
Current assets			
Cash and cash equivalents	17	15,674	16,910
Other financial assets	18	235,536	152,938
Trade and other receivables	19	30,433	30,583
Inventories	20	135	200
Non-current assets classified as held for sale	21	8,387	10,782
Other assets	22	2,969	2,266
Total current assets		293,134	213,679
Non-current assets			
Trade and other receivables	19	1,504	1,639
Property, infrastructure, plant and equipment	23	3,532,651	3,124,085
Intangible assets	24	8,872	11,967
Total non-current assets		3,543,027	3,137,691
Total assets		3,836,161	3,351,370
Liabilities			
Current liabilities			
Trade and other payables	25	25,305	21,945
Trust funds and deposits	26	13,961	12,100
Provisions	27	20,541	23,301
Total current liabilities		59,807	57,346
Non-current liabilities			
Provisions	27	35,911	30,840
Interest-bearing loans and borrowings	28	55,000	55,000
Total non-current liabilities		90,911	85,840
Total liabilities		150,718	143,186
Net assets		3,685,443	3,208,184
Equity			
Accumulated surplus		1,859,159	1,657,655
Reserves	29	1,826,284	1,550,529
Total Equity		3,685,443	3,208,184

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity For the Year Ended 30 June 2017

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017					
Balance at beginning of the financial year		3,208,184	1,657,655	1,462,062	88,467
Surplus/(deficit) for the year		249,284	249,284		
Net asset revaluation increment/(decrement)	29(a)	227,975	-	227,975	-
Transfers to other reserves	29(b)	(47,780)	(47,780)	-	-
Transfers from other reserves	29(b)	47,780	-	-	47,780
Balance at end of the financial year		3,685,443	1,859,159	1,690,037	136,247

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016					
Balance at beginning of the financial year		2,922,130	1,500,197	1,352,984	68,949
Surplus/(deficit) for the year		176,976	176,976		
Net asset revaluation increment/(decrement)	29(a)	109,078	-	109,078	-
Transfers to other reserves	29(b)	(19,518)	(19,518)	-	-
Transfers from other reserves	29(b)	19,518	-	-	19,518
Balance at end of the financial year		3,208,184	1,657,655	1,462,062	88,467

The above statement of changes in equity should be read with the accompanying notes.

Statement of Cash Flows For the Year Ended 30 June 2017

		2017 Inflows/ (Outflows) \$'000	2016 Inflows/ (Outflows) \$'000
	Note		
Cash flows from operating activities			
Rates and charges		174,402	160,110
Statutory fees and fines		14,202	7,038
User fees		82,890	81,762
Grants - operating		50,469	29,937
Grants - capital		12,160	9,943
Contributions - monetary		49,642	33,875
Interest and rentals received		6,586	4,836
Trust funds and deposits taken		59,650	55,279
Net GST refund/payment		6,816	9,357
Employee costs		(120,525)	(107,721)
Materials and services		(113,776)	(116,866)
Trust funds and deposits repaid		(57,789)	(51,083)
Net cash provided by/(used in) operating activities	30	164,727	116,467
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(82,033)	(81,126)
Proceeds from sale of property, infrastructure, plant and equipment		1,146	3,697
Net payments for acquisition of/proceeds from sale of other financial assets		(82,598)	(67,534)
Net cash provided by/(used in) investing activities		(163,485)	(144,963)
Cash flows from financing activities			
Finance costs		(2,478)	(1,868)
Proceeds from borrowings		-	15,000
Net cash provided by/(used in) financing activities		(2,478)	13,132
Net increase (decrease) in cash and cash equivalents		(1,237)	(15,364)
Cash and cash equivalents at the beginning of the financial year		16,910	32,274
Cash and cash equivalents at the end of the financial year		15,674	16,910
Financing arrangements	32		
Restrictions on cash assets	17		

The above statement of cash flow should be read with the accompanying notes.

Statement of Capital Works For the Year Ended 30 June 2017

	Note	2017 \$'000	2016 \$'000
Property			
Land		19,398	4,045
Land improvements		2,534	8,527
Total land		21,932	12,572
Buildings		13,091	24,435
Building improvements		2,786	963
Total buildings		15,877	25,398
Total property		37,809	37,970
Plant and equipment			
Heritage and culture		30	-
Plant, machinery and equipment		4,509	1,983
Fixtures, fittings and furniture		553	2,131
Computers and telecommunications		1,385	1,571
Library books		864	1,420
Total plant and equipment		7,341	7,105
Infrastructure			
Roads		21,919	17,788
Bridges		3,187	392
Footpaths and cycleways		1,041	2,005
Drainage		638	133
Recreational, leisure and community facilities		2,647	6,324
Waste management		440	198
Parks, open space and streetscapes		3,850	2,822
Off street car parks		430	491
Other infrastructure		2,894	5,141
Total infrastructure		37,046	35,294
Total capital works expenditure		82,196	80,369
Represented by:			
New asset expenditure		43,286	28,984
Asset renewal expenditure		17,681	14,210
Asset expansion expenditure		2,494	2,154
Asset upgrade expenditure		18,735	35,021
Total capital works expenditure		82,196	80,369

The above statement of capital works should be read with the accompanying notes.

Introduction

The Wyndham City Council was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate. The Council's main office is located at 45 Princes Highway, Werribee, Victoria.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Note 1 Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 1 (m))
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 1 (n))
- the determination of employee provisions (refer to note 1 (s))

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Changes in accounting policies

There have been no changes in accounting policies from the previous period.

(c) Principles of consolidation

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2017 and their income and expenses for that part of the reporting period in which control existed.

Subsidiaries are all entities over which Council has control. Council controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Council. They are deconsolidated from the date that control ceases.

Where dissimilar accounting policies are adopted by entities and their effect is considered material, adjustments are made to ensure consistent policies are adopted in these financial statements.

Note 1 Significant accounting policies (cont'd.)

(c) Principles of consolidation (cont'd.)

In the process of preparing consolidated financial statements all material transactions and balances between consolidated entities are eliminated.

The entity that is consolidated into Council is Western Leisure Services Pty Ltd, which is fully owned by Wyndham City. It was established on 30 April 2014 to manage three of Wyndham City's major recreation facilities.

(d) Committees of management

Entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, are to be included in this financial report. Any transactions between these entities and Council are then eliminated in full. No committees of management have been identified for inclusion in this financial report.

(e) Accounting for investments in associates and joint arrangements

Associates

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost. No associates have been identified for inclusion in this financial report.

Joint arrangements

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement. No investment in joint arrangements have been identified for inclusion in this financial report.

(i) Joint operations

Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations. These have been incorporated in the financial statements under the appropriate headings.

(ii) Joint ventures

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

(f) Revenue recognition

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Rates and Charges

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Statutory fees and fines

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

User fees

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

Note 1 Significant accounting policies (cont'd.)

(f) Revenue recognition (cont'd.)

Grants

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

Contributions

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

Sale of property, infrastructure, plant and equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Interest

Interest is recognised as it is earned.

Dividends

Dividend revenue is recognised when the Council's right to receive payment is established. Where dividends are received from its subsidiary, the accounts will reflect the consolidated position.

Other Income

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

(g) Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(h) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Note 1 Significant accounting policies (cont'd.)

(i) Trade and other receivables

Short term receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(j) Other financial assets

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

(k) Inventories

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential.

All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where Inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(l) Non-current assets classified as held for sale

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

(m) Recognition and measurement of property, plant and equipment, infrastructure, intangibles

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits detailed in Note 1 (n) have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Revaluation

Subsequent to the initial recognition of assets, land, building, roads, bridges, off street car parks and drainage assets are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset.

Further details regarding the fair value hierarchy are disclosed at Note 23, Property, infrastructure, plant and equipment, and infrastructure.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve, except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Note 1 Significant accounting policies (cont'd.)

(m) Recognition and measurement of property, plant and equipment, infrastructure, intangibles (cont'd.)

Land under roads

Wyndham City recognised the value of land under roads it controlled as at 30 June 2008 at deemed cost. Deemed cost is based on site values adjusted for engloba (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. Land under roads acquired after 30 June 2008 is brought to account using the cost basis.

(n) Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Straight line depreciation is charged based on the residual useful life as determined each year.

Council continuously monitors and when required adjusts asset depreciation periods to reflect actual consumption. These reviews take into account actual maintenance levels/activities and current construction/renewal methodologies. Accordingly, a number of depreciation periods have been adjusted for several road assets for the 2016/17 financial year. Compared to the prior year, depreciation periods used have been changed from 20 to 55 years for unsealed roads, from 25 years to 10 years for spray seals surfaces, from 40 years to 55 years for Pathway Concrete, from 40 years to 20 years for Pathway Asphalt, from 40 years to 10 years for Pathway Gravel, from 40 years to 25 years for Pathway Pavers, from 80 years to 100 years for steel/concrete bridges, from 80 to 50 years for timber bridges and from 80 years to 100 years for major culverts. As a result of the changes to depreciation periods, the depreciation expenses for those assets are \$458,880 lower. This impact accounts for less than 1% of total depreciation expenses.

Depreciation periods used are listed below and are consistent with the prior year apart from mentioned above.

<i>Asset recognition thresholds and depreciation periods</i>	Depreciation Period 2017	Depreciation Period 2016	Capitalisation Threshold Limit \$'000
Property			
land	n/a	n/a	-
land improvements	20-30 years	20-30 years	10
Buildings			
heritage buildings	50 years	50 years	-
buildings	50 years	50 years	-
Plant and Equipment			
heritage plant and equipment	10-100 years	10-100 years	1
plant, machinery and equipment	4-10 years	4-10 years	-
fixtures, fittings and furniture	3-10 years	3-10 years	3
computers and telecommunications	3-10 years	3-10 years	3
library books	5 years	5 years	-
Infrastructure			
road surface	10-25 years	25 years	-
road base	55 years	55 years	-
road unsealed	55 years	20 years	-
road kerb and channel	40 years	40 years	-
bridges & culverts	50-100 years	80 years	-
footpaths and cycleways	10-55 years	40 years	-
drainage	100 years	100 years	-
recreational, leisure and community facilities	10-50 years	10-50 years	10
waste management	10-50 years	10-50 years	-
parks, open space and streetscapes	10-40 years	10-40 years	10
off street car parks	20-40 years	20-40 years	-
Intangible assets			
landfill air space	consumption	consumption	-
software	7 years	7 years	-

Note 1 Significant accounting policies (cont'd.)

(o) Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold limit the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

(p) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

(q) Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 26).

(r) Borrowings

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition has been categorised as financial liabilities at amortised cost. The Council determines the classification of its interest bearing liabilities at initial recognition.

Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.

(s) Employee costs and benefits

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current Liability - unconditional LSL is disclosed as a current liability even when the council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at :

- present value - component that is not expected to be wholly settled within 12 months.
- nominal value - component that is expected to be wholly settled within 12 months.

Classification of employee costs

Non-current liability - conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

Note 1 Significant accounting policies (cont'd.)

(t) Landfill restoration provision

Council is obligated to restore the Refuse Disposal Facility site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

(u) Carbon Tax provision

Council's Carbon Tax liability arose due to the Federal Government's Clean Energy Act 2011, which was repealed in July 2014. Council collected carbon tax to 30 June 2014 for the lifetime carbon emissions that would be generated from waste deposited at the landfill. Now that the legislation has been repealed, Council no longer has an obligation to make further payments under the Clean Energy Act 2011. The Minister for the Environment released the Voluntary Waste Industry Protocol in July 2015 for the handling of early collected carbon charges in the landfill sector. Council has signed up to the voluntary protocol, which involves refunding Council customers and using the remaining funds for carbon abatement projects. Council has refunded Council customers in 2016 and is well into the implementation of the identified carbon abatement projects.

(v) Leases

Finance Leases

Wyndham City has not entered into any finance lease arrangements.

Operating Leases

Lease payments for operating leases are required by the accounting standards to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

(w) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(x) Contingent assets and contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

(y) Pending accounting standards

The following new AASB's have been issued that are not mandatory for the 30 June 2017 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Revenue from contracts with customers (AASB 15 and AASB2016-7) (applies 2019/20)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

AASB 2016-7 amends the mandatory effective date (application date) of AASB 15 for non-for-profit entities so that AASB 15 is required to be applied for annual reporting periods beginning on or after 1 January 2019.

Note 1 Significant accounting policies (cont'd.)

(y) Pending accounting standards (cont'd.)

Leases (AASB 16) (applies 2019/20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term. The full impact of this standard is not known.

(z) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

Note 2 Budget comparison

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has applied a materiality threshold of the lower of ten percent or \$10 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 27 June 2016. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

a) Income and Expenditure

	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Ref
Income				
Rates and charges	168,876	173,221	4,345	
Statutory fees and fines	11,450	14,313	2,863	1
User fees	79,619	79,603	(16)	
Grants - operating	35,353	48,562	13,209	2
Grants - capital	8,186	11,701	3,515	3
Contributions - monetary	13,712	49,642	35,930	4
Contributions - non-monetary	61,000	165,031	104,031	5
Other income	5,052	6,586	1,534	6
Total income	383,248	548,659	165,411	
Expenses				
Employee costs	117,016	117,661	(645)	
Materials and services	95,153	102,120	(6,967)	7
Bad and doubtful debts	101	1,118	(1,017)	8
Depreciation and amortisation	70,658	70,749	(91)	
Borrowing costs	3,015	2,478	537	9
Net loss on disposal of property, infrastructure, plant and equipment	3,560	68	3,492	10
Other expenses	3,037	5,181	(2,144)	11
Total expenses	292,540	299,375	(6,835)	
Surplus/(deficit) for the year	90,708	249,284	158,576	

Note 2 Budget comparison (cont'd.)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	The favourable variance is predominately due to higher fees associated with monitoring and certifying subdivisions, as Wyndham continues to experience significant growth experienced through 2016/17. The increase in statutory planning fees which became effective from October 2016 has also contributed towards a positive revenue outcome.
2	Grants - operating	A Majority of the favourable variance is due to approximately half of the 2017/18 Financial Assistance Grants being paid in advance in the 2016/17 year. There are also various other service areas and one off programs which received funding higher than what was confirmed or anticipated at the time of setting the budget.
3	Grants - capital	A number of state and federal grants for buildings, roads and parks were confirmed subsequent to setting the 2016/17 budget resulting in a positive variance.
4	Contributions - monetary	Contributions - monetary is above budget due to a higher level of Developer Contributions as a result of the greater than anticipated rate of subdivision development.
5	Contributions - non-monetary	Contributions - non-monetary is above budget due to the higher level of gifted assets as a result of the greater than anticipated rate of subdivision development.
6	Other income	The increase is due primarily to higher interest revenue from cash invested in short terms deposits. Cash holdings have been higher than budget due to contributions received during the year as noted in item 4 above.
7	Materials and services	Higher than budget due mostly to adjustments on landfill related provisions for site aftercare and rehabilitation.
8	Bad and doubtful debts	Unfavourable variance of bad and doubtful debts was due to a review of the doubtful debts provisions, based on historical analysis of debt recovery.
9	Borrowing costs	Favourable to budget largely due to differences in the discount rates utilised in the landfill provision calculations, which is treated as a borrowing cost in line with Accounting Standards.
10	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	The budget had assumed a net loss of \$3.56M resulting from the road assets being reconstructed. However, the written down value of renewed road assets was adjusted against the asset revaluation reserves due to the nature of the works undertaken.
11	Other expenses	A contribution of \$3.0M was paid to Vicroads for the Palmers Road upgrade. This was funded from the reserve and was confirmed after the budget was set resulting in an unfavourable variance. This is partially offset by community grants and contributions being lower than budgeted.

Note 2 Budget comparison (cont'd.)

b) Capital Works

	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Ref
Property				
Land	20,786	19,398	1,388	
Land improvements	3,307	2,534	773	1
Total Land	24,093	21,932	2,161	
Buildings	16,090	13,091	2,999	2
Building improvements	4,975	2,786	2,189	3
Total Buildings	21,065	15,877	5,188	
Total Property	45,158	37,809	7,349	
Plant and Equipment				
Heritage and culture	250	30	(220)	4
Plant, machinery and equipment	6,903	4,509	2,394	5
Fixtures, fittings and furniture	165	553	(388)	6
Computers and telecommunications	2,105	1,385	720	7
Library books	1,055	864	191	8
Total Plant and Equipment	10,478	7,341	3,137	
Infrastructure				
Roads	24,850	21,919	2,931	9
Bridges	2,030	3,187	(1,157)	10
Footpaths and cycleways	1,270	1,041	229	11
Drainage	1,194	638	556	12
Recreational, leisure and community facilities	7,755	2,647	5,108	13
Waste management	165	440	(275)	14
Parks, open space and streetscapes	6,442	3,850	2,592	15
Off street car parks	410	430	(20)	
Other infrastructure	420	2,894	(2,474)	16
Total Infrastructure	44,536	37,046	7,490	
Total Capital Works Expenditure	100,172	82,196	17,976	
Represented by:				
New asset expenditure	53,733	43,286	10,447	
Asset renewal expenditure	18,073	17,681	392	
Asset expansion expenditure	6,390	2,494	3,896	
Asset upgrade expenditure	21,976	18,735	3,241	
Total Capital Works Expenditure	100,172	82,196	17,976	

Note 2 Budget comparison (cont'd.)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land improvements	The favourable variance to budget was due mostly to the new cell at the landfill not proceeding in 2016/17 as budgeted. Discussions are being finalised with Environment Protection Authority and the project will continue in 2017/18.
2	Buildings	The favourable variance to budget was due to the delivery of Chirnside Park Hub spanning over two financial years.
3	Building improvements	The favourable variance to budget was due mostly to the Large Scale Solar project which will be fully completed in 2017/18.
4	Heritage and culture	The favourable variance to budget was due mostly to the Public Art project which will continue into 2017/18.
5	Plant, machinery and equipment	The favourable variance to budget was due mostly to some plant being delivered later than assumed in the 2016/17 budget. Delivery will be completed in 2017/18.
6	Fixtures, fittings and furniture	The increase in expenditure is associated with additional projects at Encore, Eagle Stadium and the Point Cook Library.
7	Computers and telecommunications	The favourable variance to budget was due mostly to the Computer and Storage Hardware Refresh project. The project is pending the tender process and will be completed in 2017/18 financial year.
8	Library books	This is an ongoing program to purchase new books to replenish the library collection and keep it relevant. The project will continue into 2017/18.
9	Roads	The favourable variance to budget was due to savings delivered in the Hacketts Road project through alternate construction methodologies and delays in receiving authority approvals for the Armstrong and Tarneit Road projects.
10	Bridges	The higher than budget expenditure was due to the upgrade of Talliver Terrace Park as a district park and the inclusion of public facilities.

Note 2 Budget comparison (cont'd.)

(i) Explanation of material variations (cont'd.)

Variance Ref	Item	Explanation
11	Footpaths and cycleways	The favourable variance to budget was due mostly to the Shared Path in Reserves project. A cost saving was achieved in this project by combining part of the project with the Bulban Road Reconstruction project.
12	Drainage	Favourable variance due mostly to better and more competitive market rates than assumed in the budget. The RDF Road and Drainage upgrade project was able to be deferred by enhancing maintenance to extend the life of the existing infrastructure. Werribee River Drainage Outlet Works (Cottrell St) experienced delays in appointing a consultant. Construction will begin in year two of the three year project.
13	Recreational, leisure and community facilities	The variance is due to programming of construction of Williams Landing and Wyndham Vale South Reserve Boardwalk project.
14	Waste management	The higher than actual expenditure relates to the Recycling Bins & Composter project, which is funded from the Carbon Tax Reserve.
15	Parks, open space and streetscapes	The variance is due to programming of construction of the Baden Powell Drive Park project.
16	Other infrastructure	The higher actual expenditure relates to additional environmental projects brought in during the 2016/17 financial year funded by Carbon Tax Reserves.

	2017 \$'000	2016 \$'000
Note 3 Rates and charges		
Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its valuation of land in addition to any improvements to the land.		
The valuation base used to calculate general rates for 2016/17 was \$40,040 million (2015/16 \$36,008 million).		
General Rates	143,753	134,991
Municipal charge	4,774	4,445
Waste management charge	17,950	18,029
Supplementary rates and rate adjustments	5,434	3,404
Interest on rates and charges	1,125	1,142
Revenue in lieu of rates	185	157
Total rates and charges	173,221	162,168
The date of the latest general revaluation of land for rating purposes within the municipal district was 1st January 2016, and the valuation was first applied in the rating year commencing 1st July 2016.		
Note 4 Statutory fees and fines		
Infringements and costs	3,441	3,123
Court recoveries	204	256
Town planning fees	10,420	8,194
Land information certificates	248	205
Total statutory fees and fines	14,313	11,778
Note 5 User fees		
Aged and health services	903	892
Leisure centre and recreation	11,297	10,264
Child care/children's programs	3,027	2,696
Registration and other permits	784	694
Building services	1,161	1,021
Waste management services	52,132	48,533
Cost recoveries	7,128	5,607
Other fees and charges	3,171	2,023
Total user fees	79,603	71,730

	2017 \$'000	2016 \$'000
Note 6 Grants		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	26,104	13,655
State funded grants	34,159	24,457
Total	60,263	38,112
Operating Grants		
<i>Recurrent - Commonwealth Government</i>		
Financial assistance grants	22,724	7,454
<i>Recurrent - State Government</i>		
Primary care partnerships	222	234
Aged care	6,342	5,494
School crossing supervisors	297	290
Libraries	1,276	1,202
Maternal and child health	3,251	2,703
Community safety	109	68
Early childhood & youth	13,239	9,758
Other	54	39
Total recurrent operating grants	47,514	27,242
<i>Non-recurrent - State Government</i>		
Community health	361	330
Family and children	88	615
Environmental planning	463	124
Transport	20	-
Strategy planning	36	219
Recreation	-	8
Other	80	115
Total non-recurrent operating grants	1,048	1,411
Total operating grants	48,562	28,653
Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	2,090	2,600
Total recurrent capital grants	2,090	2,600
<i>Non-recurrent - Commonwealth Government</i>		
Buildings	1,290	3,600
<i>Non-recurrent - State Government</i>		
Buildings	400	1,697
Roads	40	620
Footpaths and cycleways	6,350	900
Recreational, leisure and community facilities	1,531	30
Other	-	12
Total non-recurrent capital grants	9,611	6,859
Total capital grants	11,701	9,459
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	1,467	2,431
Received during the financial year and remained unspent at balance date	7,543	902
Received in prior years and spent during the financial year	984	1,866
Balance at year end	8,024	1,467

	2017 \$'000	2016 \$'000
Note 7 Contributions		
Monetary	49,642	33,875
Non-monetary	165,031	139,823
Total contributions	214,673	173,698
<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
Land	20,499	17,247
Land under roads	14,606	10,863
Drainage	32,787	27,841
Roads	97,139	81,342
Other	-	2,530
Total non-monetary contributions	165,031	139,823
Note 8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	1,146	3,697
Write down value of assets disposed	(1,214)	(2,835)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(68)	862
Note 9 Other income		
Interest	5,525	4,075
Rental income	1,061	761
Total other income	6,586	4,836
Note 10 (a) Employee costs		
Wages and salaries	95,227	90,783
WorkCover	2,528	2,299
Casual staff	6,722	6,235
Superannuation	8,830	8,428
Fringe benefits tax	516	580
Other	3,838	3,271
Total employee costs	117,661	111,596
Note 10 (b) Superannuation		
Council made actual cash contributions to the following funds in the current financial year:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	571	590
	571	590
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,624	4,479
Employer contributions - other funds	3,644	3,290
	8,268	7,769
Employer contributions payable at reporting date.	-	-

Refer to note 35 for further information relating to Council's superannuation obligations.

	2017 \$'000	2016 \$'000
Note 11 Materials and services		
Contract payments	71,429	73,730
Building maintenance	1,897	1,306
General maintenance	9,594	8,992
Utilities	7,172	7,563
Office administration	1,574	1,623
Information technology	4,114	2,418
Insurance	947	1,064
Consultants	5,393	4,803
Total materials and services	102,120	101,499
Note 12 Bad and doubtful debts		
Parking and other infringement debtors	599	2,826
Other debtors	519	63
Total bad and doubtful debts	1,118	2,889
Note 13 Depreciation and amortisation		
Property	10,777	9,309
Plant and equipment	4,538	4,052
Infrastructure	50,860	49,495
Total depreciation	66,175	62,856
Intangible assets	4,574	2,508
Total depreciation and amortisation	70,749	65,364
<i>Refer to note 23 and 24 for a more detailed breakdown of depreciation and amortisation charges</i>		
Note 14 Borrowing costs		
Interest - Borrowings	2,478	1,868
Total borrowing costs	2,478	1,868
Note 15 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	77	73
Auditors' remuneration - Internal	250	243
Councillors' allowances	399	415
Operating lease rentals	437	419
Grants and contributions	4,018	1,842
Total other expenses	5,181	2,992

Note 16 Investment in Subsidiaries

Subsidiaries

Western Leisure Services Pty Ltd.

Western Leisure Services was created by Wyndham City to manage three of its major recreation facilities and is fully owned by Wyndham City.

Summarised financial information

	2017	2016
	\$'000	\$'000
Summarised statement of comprehensive income		
Total income	11,373	11,562
Total expenses	(11,407)	(10,801)
Surplus/(deficit) for the year	(34)	761
Other comprehensive income	-	-
Total comprehensive result	(34)	761
Summarised balance sheet		
Current assets	1,990	3,032
Non-current assets	-	-
Total assets	1,990	3,032
Current liabilities	1,460	1,994
Non-current liabilities	29	16
Total liabilities	1,489	2,010
Net Assets	501	1,022
Summarised statement of cash flows		
Net cash provided by / (used in) operating activities	(664)	379
Net cash provided by / (used in) investing activities	-	-
Net cash provided by / (used in) financing activities	(487)	-
Net increase / (decrease) in cash and cash equivalents	(1,151)	379

Going Concern

Western Leisure Services (WLS) is considered by management to have the ability to continue as a going concern because of the existence of a Management Services Agreement (dated 22 June 2015) between Wyndham City Council (WCC) and WLS.

The shareholder, WCC, has committed in the Management Services Agreement to pay to WLS a management services fee being the amount agreed by WCC and WLS specified in the relevant budget for WLS. In effect, the amount payable by WCC is equal to any projected shortfall in net operating income plus cash flow requirements for wages. This situation will continue until WLS generates an operating surplus.

	2017 \$'000	2016 \$'000
Note 17 Cash and cash equivalents		
Cash on hand	17	22
Cash at bank	15,657	16,888
Term deposits	-	-
Total cash & cash equivalents	15,674	16,910
Other financial assets	235,536	152,938
Total cash & cash equivalents and other financial assets	251,210	169,848

Council's funds are subject to external restrictions that limit amounts available for discretionary use. These include:

Unexpended grants and subsidies	8,024	1,467
Trust funds and deposits (Note 26)	13,961	12,100
Developer contributions	128,223	87,000
Total restricted funds	150,208	100,567
Total unrestricted cash & cash equivalents and other financial assets	101,002	69,281

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

Cash held to fund carried forward capital works	2,986	20,423
Total funds subject to intended allocations	2,986	20,423

Refer also to Note 18 for details of other financial assets held by Council.

Note 18 Other financial assets

Term deposits	235,536	152,938
Total other financial assets	235,536	152,938

Note 19 Trade and other receivables

Current

Statutory receivables

Rates debtors	12,584	13,725
Special rate assessment	39	39
Parking and other infringement debtors	6,008	5,299
Provision for doubtful debts - parking and other infringements	(5,282)	(4,684)

Non-statutory receivables

Trade & other debtors	18,264	16,869
Provision for doubtful debts - other debtors	(1,180)	(665)
Total current trade and other receivables	30,433	30,583

Non-current

Statutory receivables

Special rate scheme	39	79
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Non statutory receivables

Loans and advances to community organisations	1,465	1,560
Total non-current trade and other receivables	1,504	1,639
Total trade and other receivables	31,937	32,222

	2017 \$'000	2016 \$'000
Note 19 Trade and other receivables (cont'd.)		

a) Ageing of Receivables

At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade & other receivables (excluding statutory receivables) was:

Current (not yet due)	11,357	11,074
Past due by up to 30 days	2,916	3,370
Past due between 31 and 180 days	2,492	1,327
Past due between 181 and 365 days	681	391
Past due by more than 1 year	818	707
Total trade & other receivables	18,264	16,869

b) Movement in provisions for doubtful debts

Balance at the beginning of the year	5,349	2,514
New provisions recognised during the year	1,123	2,910
Amounts already provided for and written off as uncollectible	(3)	(55)
Amounts provided for but recovered during the year	(7)	(20)
Balance at end of year	6,462	5,349

c) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$1,180,006 (2016: \$664,705) were impaired. The amount of the provision raised against these debtors was \$1,180,006 (2016: \$664,705). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	53	5
Past due between 181 and 365 days	472	52
Past due by more than 1 year	655	608
Total trade & other receivables	1,180	665

Note 20 Inventories

Inventories held for distribution	135	200
Total inventories	135	200

Note 21 Non current assets classified as held for sale

Cost of acquisition (land)	8,387	10,782
Total non current assets classified as held for sale	8,387	10,782

See land transfers (Note 23, page 28) for the movement between the years.

Note 22 Other assets

Prepayments	1,001	936
Accrued income	1,968	1,330
Total other assets	2,969	2,266

Note 23 Property, infrastructure plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2016 \$'000	Acquisitions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Impairment \$'000	Transfers \$'000	At Fair Value 30 June 2017 \$'000
Land	808,188	30,948	35,105	79,723	(4,629)	-	-	2,395	951,730
Buildings	249,360	10,605	-	-	(6,149)	-	(1,468)	-	252,348
Plant and Equipment	26,614	6,212	-	-	(4,538)	(1,218)	-	0	27,070
Infrastructure	2,008,744	27,669	129,926	159,688	(50,860)	-	(9,968)	(0)	2,265,199
Work in progress	31,179	26,640	-	-	-	-	-	(21,515)	36,304
	3,124,085	102,074	165,031	239,411	(66,176)	(1,218)	(11,436)	(19,120)	3,532,651

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Write Offs \$'000	Closing WIP \$'000
Buildings	17,401	7,465	(13,475)	-	11,391
Plant and Equipment	333	915	(333)	-	915
Infrastructure	13,445	18,260	(7,707)	-	23,998
Total	31,179	26,640	(21,515)	-	36,304

Notes to the Financial Report
For the Year Ended 30 June 2017

Note 23 Property, infrastructure plant and equipment (cont'd)

Land and Buildings	Land - Non Specialised \$'000	Land - Specialised \$'000	Land Improvements \$'000	Land Under Roads \$'000	Total Land \$'000	Heritage Buildings \$'000	Buildings - Specialised \$'000	Buildings - Non Specialised \$'000	Total Buildings \$'000	Work In Progress \$'000	Total Property \$'000
At fair value 1 July 2016	134,027	519,547	15,062	141,250	809,886	1,005	184,413	63,942	249,360	17,401	1,076,647
Accumulated depreciation at 1 July 2016	-	-	(1,698)	-	(1,698)	-	-	-	-	-	(1,698)
	134,027	519,547	13,364	141,250	808,188	1,005	184,413	63,942	249,360	17,401	1,074,949
Movements in fair value											
Acquired assets at fair value	26,905	-	26	4,017	30,948	-	9,409	1,196	10,605	7,465	49,018
Contributed assets at fair value	20,499	-	-	14,606	35,105	-	-	-	-	-	35,105
Revaluation increments/decrements	17,381	62,342	-	-	79,723	-	-	-	-	-	79,723
Fair value of assets disposed	-	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in Asset Revaluation Reserve	-	-	-	-	-	-	(1,532)	-	(1,532)	-	(1,532)
Transfers	2,395	-	-	-	2,395	-	63,164	(63,164)	-	(13,475)	(11,080)
	67,180	62,342	26	18,623	148,171	-	71,041	(61,968)	9,073	(6,010)	151,234
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	(4,629)	-	(4,629)	(53)	(6,012)	(84)	(6,149)	-	(10,778)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	-	-
Revaluation increments/decrements	-	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in Asset Revaluation Reserve	-	-	-	-	-	-	64	-	64	-	64
Transfers	-	-	-	-	-	-	-	-	-	-	-
	-	-	(4,629)	-	(4,629)	(53)	(5,948)	(84)	(6,085)	-	(10,714)
At fair value 30 June 2017	201,207	581,889	15,088	159,873	958,057	1,005	255,454	1,974	258,433	11,391	1,227,881
Accumulated depreciation at 30 June 2017	-	-	(6,327)	-	(6,327)	(53)	(5,948)	(84)	(6,085)	-	(12,412)
	201,207	581,889	8,761	159,873	951,730	952	249,506	1,890	252,348	11,391	1,215,469

Note 23 Property, infrastructure plant and equipment (cont'd)

Plant and Equipment	Heritage and Culture \$'000	Plant, Machinery and Equipment \$'000	Fixtures, Fittings and Furniture \$'000	Computers and Telecomms \$'000	Library Books \$'000	Work In Progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2016	1,314	22,921	8,409	3,591	9,260	333	45,828
Accumulated depreciation at 1 July 2016	(135)	(9,145)	(2,139)	(2,168)	(5,294)	-	(18,881)
	<u>1,179</u>	<u>13,776</u>	<u>6,270</u>	<u>1,423</u>	<u>3,966</u>	<u>333</u>	<u>26,947</u>
Movements in fair value							
Acquired assets at fair value	-	4,861	141	346	864	915	7,127
Revaluation increments/decrements	-	-	-	-	-	-	-
Fair value of assets disposed	-	(2,863)	-	-	-	-	(2,863)
Impairment losses recognised in Asset Revaluation Reserve	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	(333)	(333)
	<u>-</u>	<u>1,998</u>	<u>141</u>	<u>346</u>	<u>864</u>	<u>582</u>	<u>3,931</u>
Movements in accumulated depreciation							
Depreciation and amortisation	(12)	(2,524)	(1,090)	(389)	(523)	-	(4,538)
Accumulated depreciation of disposals	-	1,645	-	-	-	-	1,645
Impairment losses recognised in Asset Revaluation Reserve	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
	<u>(12)</u>	<u>(879)</u>	<u>(1,090)</u>	<u>(389)</u>	<u>(523)</u>	<u>-</u>	<u>(2,893)</u>
At fair value 30 June 2017	1,314	24,919	8,551	3,937	10,125	915	49,761
Accumulated depreciation at 30 June 2017	(147)	(10,024)	(3,229)	(2,557)	(5,817)	-	(21,774)
	<u>1,167</u>	<u>14,895</u>	<u>5,322</u>	<u>1,380</u>	<u>4,308</u>	<u>915</u>	<u>27,987</u>

Notes to the Financial Report
For the Year Ended 30 June 2017

Note 23 Property, infrastructure, plant and equipment (cont'd)

Infrastructure	Roads	Bridges	Footpaths and Cycleways	Drainage	Recreational, Leisure and Community	Waste Management	Parks Open Spaces and Streetscapes	Off Street Car Parks	Other Infrastructure	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2016	1,554,739	68,825	97,097	412,889	57,516	2,357	36,396	37,077	26,307	13,445	2,306,648
Accumulated depreciation at 1 July 2016	(161,380)	(8,915)	(27,981)	(60,284)	(11,159)	(504)	(6,098)	(2,769)	(5,369)	-	(284,459)
	1,393,359	59,910	69,116	352,605	46,357	1,853	30,298	34,308	20,938	13,445	2,022,189
Movements in fair value											
Acquired assets at fair value	16,966	-	2,221	137	1,840	141	2,638	1,382	2,344	18,260	45,929
Contributed assets at fair value	86,013	-	11,126	32,787	-	-	-	-	-	-	129,926
Revaluation increments/decrements	35,095	3,628	7,863	-	-	-	-	(12,362)	-	-	34,224
Fair value of assets disposed	-	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in Asset Revaluation Reserve	(9,783)	-	(525)	-	-	-	-	-	-	-	(10,308)
Transfers	-	-	-	-	-	-	-	-	-	(7,707)	(7,707)
	128,291	3,628	20,685	32,924	1,840	141	2,638	(10,980)	2,344	10,553	192,064
Movements in accumulated depreciation											
Depreciation and amortisation	(37,171)	(728)	(2,077)	(4,250)	(2,751)	(76)	(1,529)	(1,037)	(1,241)	-	(50,860)
Revaluation increments/decrements	119,212	5,329	(1,742)	-	-	-	-	2,665	-	-	125,464
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in Asset Revaluation Reserve	250	-	90	-	-	-	-	-	-	-	340
Transfers	-	-	-	-	-	-	-	-	-	-	-
	82,291	4,601	(3,729)	(4,250)	(2,751)	(76)	(1,529)	1,628	(1,241)	-	74,944
At fair value 30 June 2017	1,683,030	72,453	117,782	445,813	59,356	2,498	39,034	26,097	28,651	23,998	2,498,712
Accumulated depreciation at 30 June 2017	(79,089)	(4,314)	(31,710)	(64,534)	(13,910)	(580)	(7,627)	(1,141)	(6,610)	-	(209,515)
	1,603,941	68,139	86,072	381,279	45,446	1,918	31,407	24,956	22,041	23,998	2,289,197

Note 23 Property, infrastructure, plant and equipment (cont'd)

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer Alvin Lee (valuer registration no. 62944). The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the surplus for the year in the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. An indexed based revaluation was conducted for land assets in the current year, this valuation was based on assessment from the independent valuer, a full revaluation of these assets will be conducted in 2017/18.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1	Level 2	Level 3	DoV
Land	-	201,207	581,889	June 2016
Buildings	-	1,890	249,506	June 2016
Heritage buildings	-	952	-	June 2016
Total	-	204,049	831,395	

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with a valuation undertaken by Wyndham City.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1	Level 2	Level 3	DoV
Roads	-	-	1,603,941	July 2016
Bridges	-	-	68,139	July 2016
Footpaths and cycleways	-	-	86,072	July 2016
Drainage	-	-	381,279	July 2010
Total	-	-	2,139,431	

Note that land under roads is excluded from the table above as it is valued at deemed cost. (Refer to Note 1 (m))

Note 23 Property, infrastructure, plant and equipment (cont'd)

Description of significant unobservable inputs into level 3 valuations

Specialised land is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 12% and 14%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently, land values range between \$200 and \$1,000 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$450 to \$5,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 15 years to 50 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 6 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

		2017 \$'000	2016 \$'000
Note 24 Intangible assets			
Software		5,250	6,116
Landfill air space		3,622	5,774
Work in progress		-	77
Total intangible assets		<u>8,872</u>	<u>11,967</u>
	Software	Landfill	Work in progress
	\$'000	\$'000	\$'000
Gross carrying amount			Total
			\$'000
Balance at 1 July 2016	9,675	6,209	77
Additions from internal developments	-	-	-
Additions from acquisitions	520	-	-
Other	-	1,035	(77)
Balance at 1 July 2017	<u>10,195</u>	<u>7,244</u>	<u>0</u>
Accumulated amortisation and impairment			
Balance at 1 July 2016	3,559	435	-
Amortisation expense	1,386	3,187	-
Balance at 1 July 2017	<u>4,945</u>	<u>3,622</u>	<u>-</u>
Net book value at 30 June 2016	<u>6,116</u>	<u>5,774</u>	<u>77</u>
Net book value at 30 June 2017	<u>5,250</u>	<u>3,622</u>	<u>0</u>

Note 25 Trade and other payables

Trade payables	3,648	4,283
Accrued expenses	21,657	17,662
Total trade and other payables	<u>25,305</u>	<u>21,945</u>

	2017 \$'000	2016 \$'000
Note 26 Trust funds and deposits		
Refundable deposits	12,423	10,367
Fire services levy	1,457	1,529
Retention amounts	81	204
Total trust funds and deposits	13,961	12,100

Purpose and nature of items

Refundable deposits - Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Note 27 Provisions

	Employee \$ '000	Landfill restoration \$ '000	Other \$ '000	Total \$ '000
2017				
Balance at beginning of the financial year	20,899	26,852	6,390	54,141
Additional provisions	15,331	4,400	-	19,731
Amounts used	(13,948)	(657)	(1,606)	(16,211)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(1,230)	21	-	(1,209)
Balance at the end of the financial year	21,052	30,616	4,784	56,452
2016				
Balance at beginning of the financial year	18,884	12,997	8,493	40,374
Additional provisions	14,729	13,863	-	28,592
Amounts used	(12,095)	-	(2,103)	(14,198)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(619)	(8)	-	(627)
Balance at the end of the financial year	20,899	26,852	6,390	54,141

	2017 \$'000	2016 \$'000
Note 27 Provisions (cont'd.)		
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	6,336	6,343
Long service leave	747	880
	7,083	7,223
Current provisions expected to be wholly settled after 12 months		
Annual leave	928	906
Long service leave	9,684	9,292
	10,612	10,198
Total current employee provisions	17,695	17,421
Non-current		
Long service leave	3,357	3,478
Annual leave	-	-
Total non-current employee provisions	3,357	3,478
Aggregate carrying amount of employee provisions:		
Current	17,695	17,421
Non-current	3,357	3,478
Total aggregate carrying amount of employee provisions	21,052	20,899
The following assumptions were adopted in measuring the present value of employee benefits:		
Weighted average increase in employee costs	3.81%	4.13%
Weighted average discount rates	2.27%	1.79%
Weighted average settlement period	13 years	13 years
(b) Landfill restoration		
Current	-	-
Non-current	30,616	26,852
	30,616	26,852
The following assumptions were adopted in measuring the present value of landfill restoration:		
Weighted average increase in costs	2.31%	1.60%
Weighted average discount rates	1.90%	1.67%
Weighted average settlement period (years)	3	5
(c) Other provisions - carbon tax		
Current	2,846	5,880
Non-current	-	-
	2,846	5,880

	2017 \$'000	2016 \$'000
Note 27 Provisions (cont'd.)		
(d) Other provisions - sundry creditors		
Current	-	-
Non-current	1,938	510
	<u>1,938</u>	<u>510</u>
Note 28 Interest-bearing loans and borrowings		
Non-current		
Borrowings - secured (*)	55,000	55,000
Total	<u>55,000</u>	<u>55,000</u>
(*) Borrowings are secured by a mortgage over general rates.		
a) The maturity profile for Council's borrowings is:		
Not later than one year	-	-
Later than one year and not later than five years	40,000	-
Later than five years	15,000	55,000
	<u>55,000</u>	<u>55,000</u>

Note 29 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
(a) Asset revaluation reserves	\$'000	\$'000	\$'000
2017			
Property			
Land	408,886	79,723	488,609
Buildings	32,982	(1,468)	31,514
	441,868	78,255	520,123
Infrastructure			
Roads	827,687	144,774	972,461
Bridges	48,254	8,957	57,211
Footpaths and cycleways	18,422	5,686	24,108
Drainage	113,786	-	113,786
Off street car parks	12,045	(9,697)	2,348
Other infrastructure	-	-	-
	1,020,194	149,720	1,169,914
Total asset revaluation reserves	1,462,062	227,975	1,690,037
2016			
Property			
Land	295,028	113,858	408,886
Buildings	29,671	3,311	32,982
	324,699	117,169	441,868
Infrastructure			
Roads	835,691	(8,004)	827,687
Bridges	48,254	-	48,254
Footpaths and cycleways	18,509	(87)	18,422
Drainage	113,786	-	113,786
Off street car parks	12,045	-	12,045
Other infrastructure	-	-	-
	1,028,285	(8,091)	1,020,194
Total asset revaluation reserves	1,352,984	109,078	1,462,062

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Note 29 Reserves (cont'd.)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2017				
Asset replacement and development reserves	88,467	59,117	(11,337)	136,247
Total Other reserves	88,467	59,117	(11,337)	136,247
2016				
Asset replacement and development reserves	68,949	36,718	(17,200)	88,467
Total Other reserves	68,949	36,718	(17,200)	88,467

The purpose of the Asset Development Reserve is to assist in the construction of new infrastructure to meet the growing needs of the municipality.

The Asset Replacement Reserve is established to fund the replacement of non standard street lighting and the Victoria University of Technology Athletics Track.

	2017 \$'000	2016 \$'000
Note 30 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	249,284	176,976
Depreciation/amortisation	70,749	65,364
Profit/(loss) on disposal of property, infrastructure, plant and equipment	68	(862)
Contributions - Non-monetary assets	(165,031)	(139,823)
Finance cost	2,478	1,868
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	285	118
Decrease in prepayments	(703)	944
Increase/(decrease) in accrued income	(4,419)	1,836
Increase/(decrease) in trade and other payables	4,744	(9,887)
Increase/(decrease) in trust and deposits	1,862	4,196
(Decrease)/increase in other liabilities	-	-
(Increase)/decrease in inventories	65	(60)
Increase/(Decrease) in provisions	5,345	15,797
Finance cost		
Net cash provided by/(used in) operating activities	164,727	116,467

Note 31 Reconciliation of cash and cash equivalents

Cash and cash equivalents (see note 17)	15,674	16,910
Less bank overdraft	-	-
	15,674	16,910

Note 32 Financing arrangements

Credit card facility	525	525
Used facilities	(157)	(120)
Unused facilities	368	405

Note 33 Commitments

The Council has entered into the following commitments

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
2017					
Operating					
Open space management	1,574	1,099	1,030	-	3,703
Consultancies	2,053	658	545	-	3,256
Cleaning contracts for council buildings	1,560	1,560	465	-	3,585
Other	181	144	149	-	474
Total	5,368	3,461	2,189	-	11,018
Capital					
Property	11,101	-	-	-	11,101
Plant and equipment	1,746	-	-	-	1,746
Infrastructure	34,985	-	-	-	34,985
Total	47,831	-	-	-	47,831

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
2016					
Operating					
Open space management	1,740	1,581	2,914	-	6,235
Consultancies	1,499	396	286	-	2,181
Cleaning contracts for council buildings	2,051	2,080	4,869	-	9,000
Other	369	264	353	-	986
Total	5,659	4,321	8,422	-	18,402
Capital					
Property	13,325	-	-	-	13,325
Plant and equipment	1,471	-	-	-	1,471
Infrastructure	13,151	-	-	-	13,151
Total	27,947	-	-	-	27,947

	2017 \$'000	2016 \$'000
Note 34 Operating leases		
(a) Operating lease commitments		
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	315	352
Later than one year and not later than five years	424	185
Later than five years	-	-
	<u>739</u>	<u>537</u>
(b) Operating lease receivables		
The Council has entered into commercial property leases on its property, consisting of surplus freehold office complexes. These properties held under operating leases can have remaining lease terms of between 1 and 10 years.		
Future minimum rentals receivable under non-cancellable operating leases are as follows:		
Not later than one year	134	92
Later than one year and not later than five years	112	-
Later than five years	278	-
	<u>524</u>	<u>92</u>

Note 35 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2017, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Note 35 Superannuation (cont'd.)

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2016, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.0%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns 7.0% pa

Salary information 4.25% pa

Price inflation (CPI) 2.5% pa.

Vision Super has advised that the estimated VBI at 30 June 2017 was 103.1%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2016 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2016 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2017, this rate was 9.5% of members' salaries (9.5% in 2015/2016). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%. In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated. Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2016 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2016 identified the following in the defined benefit category of which Council is a contributing employer:

A VBI surplus of \$40.3 million; and

A total service liability surplus of \$156 million.

Note 35 Superannuation (cont'd.)

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2016. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses. Council was notified of the 30 June 2016 VBI during August 2016.

2017 Full triennial actuarial investigation

A full actuarial investigation is being conducted for the Fund's position as at 30 June 2017. It is anticipated that this actuarial investigation will be completed in December 2017.

Future superannuation contributions

In addition to the disclosed contributions, Wyndham City Council has paid unfunded liability payments to Vision Super totalling \$0.00 (2015/16 \$0.00). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2017. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2018 are \$564,740.

Note 36 Contingent liabilities and contingent assets

Contingent liabilities

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 35. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

Council operates a landfill. Council is required to cover the remedial action cost in the unlikely event of potential pollution of the environment. At this moment, the amount of this obligation cannot be measured with sufficient reliability.

Contingent assets

Wyndham City acquires infrastructure assets, such as local roads, footpaths, kerb and channel and drains etc, from developers, as subdivisional contributions. The amount and value of assets acquired depends on the size of the development and the level of growth within the municipality. Council estimates \$198 million of subdivisional contribution from developers in future years. The estimate is based on the number of subdivisions as at 30 June 2017, that have commenced that Wyndham City will acquire over time using the average value of the subdivisions that were recognised in the 2016/17 financial year.

Note 37 Financial Instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment, and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause council to make a financial loss. Council has exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk:

- Council have a policy for establishing credit limits for the entities Council deal with;
- Council may require collateral where appropriate; and
- Council only invest surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debt is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in note 36.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

Note 37 Financial Instruments (cont'd.)

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 28.

e) Fair value

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy. Council's financial assets and liabilities are measured at amortised cost.

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +1.0% and -1.0 % in market interest rates (AUD) from year-end rates.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

2017
No.

Note 38 Related party disclosures

(i) Related Parties

Parent entity

Wyndham City Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries are detailed in note 16. No associates have been identified for inclusion in this financial report.

(ii) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors	Henry Barlow (Mayor: Oct 2016 to current)
	Adele Hegedich (Mayor: Jul to Oct 2016)
	Aaron An (Nov 2016 to current)
	Heather Marcus (Jul 2016 to current)
	Intaj Khan (Jul 2016 to current)
	John Gibbons (Jul 2016 to current)
	Josh Gilligan (Nov 2016 to current)
	Kim McAliney (Nov 2016 to current)
	Mia Shaw (Nov 2016 to current)
	Peter Maynard (Jul 2016 to current)
	Tony Hooper (Nov 2016 to current)
	Walter Villagonzalo (Nov 2016 to current)
	Gautam Gupta (Jul to Oct 2016)
	Glenn Goodfellow (Jul to Oct 2016)
	Marie Brittan (Jul to Oct 2016)
	Michele Wharrie (Jul to Oct 2016)
	Peter Gibbons (Jul to Oct 2016)
	Robert Fairclough (Jul to Oct 2016)
Chief Executive Officer	Kelly Grigsby
Director City Life	Jenny McMahon
Director City Operations	Stephen Thorpe
Director City Transformation	Steven Lambert (Jul 16 to May 2017)
Director City Transformation (Acting)	Gavin Shields (May to Jun 2017)
Director Sustainable Development	Dean Rochfort (Jul 2016)
Director Sustainable Development (Acting)	Peter Mckinnon (Jul to Aug 2016)
Director City Economy, Innovation & Liveability	Kate Roffey

Total Number of Councillors	18
Chief Executive Officer and other Key Management Personnel	8
Total Key Management Personnel	26

2017
\$'000

(iii) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	2,170
Long-term benefits (Long Service Leave accruals in the current reporting period)	35
Termination benefits	324
Total	2,528

Note 38 Related party disclosures (cont'd)

(iii) Remuneration of Key Management Personnel (cont'd.)

The numbers of key management personnel whose total remuneration (including termination payments and Long Service Leave accruals) from Council and any related entities, fall within the following bands:

	2017 No.
Income Range:	
\$000 - \$9,999	6
\$20,000 - \$29,999	8
\$30,000 - \$39,999	4
\$40,000 - \$49,999	-
\$70,000 - \$79,999	1
\$80,000 - \$89,999	-
\$180,000 - \$189,999	1
\$190,000 - \$199,999	1
\$230,000 - \$239,999	-
\$240,000 - \$249,999	1
\$250,000 - \$259,999	1
\$260,000 - \$269,999	-
\$270,000 - \$279,999	1
\$370,000 - \$379,999	1
\$480,000 - \$489,999	-
\$550,000 - \$559,999	-
\$560,000 - \$569,999	1
	<u>26</u>

(iv) Transactions with related parties

During the period Council entered into the following transactions with related parties.

Purchase of goods and services at normal commercial terms	\$ 166,916
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(v) Outstanding balances with related parties

There was no outstanding balances at the end of the reporting period in relation to transactions with related parties.

(vi) Loans to/from related parties

No loans have been made by Wyndham City to related parties during the reporting year.

(vii) Commitments to/from related parties

There was no commitment in existence at balance date that have been made, guaranteed or secured by the council to a related party.

Note 39 Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration (including termination payments) exceeds \$142,000

The number of Senior Officers are shown below in their relevant income bands:

	2017 No.	2016 No.
Income Range:		
<\$142,000	14	6
\$142,000 - \$149,999	14	5
\$150,000 - \$159,999	5	10
\$160,000 - \$169,999	6	3
\$170,000 - \$179,999	8	7
\$180,000 - \$189,999	7	5
\$190,000 - \$199,999	2	-
\$200,000 - \$209,999	3	-
\$210,000 - \$219,999	1	-
\$220,000 - \$229,999	2	-
\$230,000 - \$239,999	2	1
\$250,000 - \$259,999	1	1
\$260,000 - \$269,999	1	-
\$270,000 - \$279,999	-	1
\$280,000 - \$289,999	1	-
\$320,000 - \$329,999	1	-
\$360,000 - \$369,999	-	1
\$380,000 - \$389,999	-	1
\$460,000 - \$469,999	-	1
	68	42

Total Remuneration for the reporting year for Senior Officers included above, amounted to: \$ 11,471,138 \$ 7,731,590

Note 40 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Binda Gokhale

Principal Accounting Officer

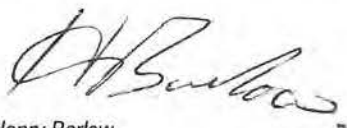
Date: 19.09.2017

45 Princes Highway, Werribee, Victoria

In our opinion the accompanying financial statements present fairly the financial transactions of Wyndham City Council for the year ended 30 June 2017 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Henry Barlow

Mayor

Date: 19/09/2017

45 Princes Highway, Werribee, Victoria



Kim McAliney

Deputy Mayor

Date: 19.09.2017

45 Princes Highway, Werribee, Victoria



Kelly Grigsby

Chief Executive Officer

Date: 19/09/2017

45 Princes Highway, Werribee, Victoria

Independent Auditor's Report

To the Councillors of Wyndham City Council

Opinion	<p>I have audited the financial report of Wyndham City Council (the council) which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2017• comprehensive income statement for the year then ended• statement of changes in equity for the year then ended• statement of cash flows for the year then ended• statement of capital works for the year then ended• notes to the financial statements, including a summary of significant accounting policies• certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2017 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. My responsibilities under the Act are further described in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, and using the going concern basis of accounting unless it is inappropriate to do so.</p>

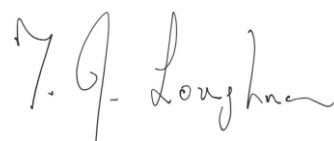
**Auditor's
responsibilities
for the audit
of the financial
report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Tim Loughnan

as delegate for the Auditor-General of Victoria

**WYNDHAM CITY
PERFORMANCE STATEMENT**

For the Year Ended 30 June 2017

Performance Statement

For the year ended 30 June 2017

Description of municipality

The City of Wyndham is located on the western edge of Melbourne, between the metropolitan area and Geelong. Wyndham covers an area of 542km² and features 27.4km of coastline bordering Port Phillip to the east. As a meeting place for people of the Kulin nations, Wyndham City has an extremely rich and diverse Aboriginal cultural heritage.

The City of Wyndham has a forecasted population of over 222,656 for 2017. As the fastest growing municipality in Victoria, Wyndham is characterised by its strategically placed location with excellent logistic connections to air and sea ports. The city also offers intensive agriculture at Werribee South, major retail precincts and the Werribee Park tourism precinct – one of the largest and most frequently visited tourism destinations in metropolitan Melbourne.

Sustainable Capacity Indicators

For the year ended 30 June 2017

Indicator / measure	Results			Material Variations
	2015	2016	2017	
Population				
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,235	\$1,364	\$1,345	In 2016/17 expenditure per head of municipal population has decreased when compared to the prior year.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$11,229	\$11,036	\$11,592	Wyndham is a fast growing municipality with a strong demand for infrastructure to support its growing population. This growth, coupled with scheduled asset revaluations, will directly impact this indicator.
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	155.3	155.4	156.9	This result has remained relatively stable over the last few years.
Own-source revenue				
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$962	\$1,198	\$1,229	This result has remained relatively consistent compared to prior year.
Recurrent grants				
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$211	\$142	\$223	In 2016/17 the Commonwealth decided to pay almost 50% of Wyndham's 2017/18 Financial Assistance Grants early which has resulted in a positive impact to this indicator, although it is merely a timing difference.
Disadvantage				
<i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	7	7	7	

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Indicators

For the year ended 30 June 2017

Service / indicator / measure	Results			Material Variations
	2015	2016	2017	
Aquatic facilities				
Utilisation				
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	0	4	4	Attendance data for indoor facility includes all attendances to the venue, not just aquatic entries and this has remained steady. The facility was built in the 2015/16 financial year.
Animal management				
Health and safety				
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	21	33	23	There were 23 successful prosecutions for the financial year.
Food safety				
Health and safety				
<i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100%	100%	100%	All four critical and major non-compliance notifications were followed up and resolved.
Governance				
Satisfaction				
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	64	70	62	Community satisfaction with Council decisions decreased by 11%. This decline in satisfaction may be due to the additional media attention around elections.
Home and community care				
Participation				
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	14%	29%	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation				
<i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	14%	10%	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Libraries				
Participation				
<i>Active library members</i> [Number of active library members / Municipal population] x100	10%	15%	15%	Active membership has remained steady in 2016/17. The Julia Gillard Library in Tarneit was opened in 2015/16 and this increased the active membership by 50% in that year.

Service / indicator / measure	Results			Material Variations
	2015	2016	2017	
Maternal and child health				
Participation				
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	71%	68%	69%	Participation in key ages and stages visits has remained steady over the three years.
Participation				
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	73%	60%	65%	The Maternal Child Health team has increased the quantity of training in cultural safety. This training enables improved support of Aboriginal families thus facilitating increased service participation.
Roads				
Satisfaction				
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	66	66	63	This satisfaction rating decreased 5% from 2015/16. It remains one of the top issues for Council to address with continuing commitment to meet community expectation in providing a local road network that is serviceable and safe.
Statutory Planning				
Decision making				
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	60%	64%	47%	Council decided on 838 applications. Only 17 applications were appealed to VCAT. Out of the 17 applications heard at VCAT Council's decision was supported 47% of the time.
Waste Collection				
Waste diversion				
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	37%	37%	37%	Green waste bin diversion is optional in Wyndham with approximately 31% of properties participating.

Definitions

Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act*

1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth

"HACC service" means home help, personal care or community respite provided under the HACC program

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

Financial Performance Indicators

For the year ended 30 June 2017

Dimension/indicator/measure	Results			Forecasts			Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021
Efficiency							
Revenue level							
<i>Average residential rate per residential property assessment</i>	\$1,494	\$1,582	\$1,617	\$1,643	\$1,680	\$1,721	\$1,763
[Residential rate revenue / Number of residential property assessments]							This increase is in line with the rates cap of 2.5% which was effective in 2016/17. For 2017/18 the rates cap was set at 2%.
Expenditure level							
<i>Expenses per property assessment</i>	\$3,085	\$3,418	\$3,350	\$3,353	\$3,446	\$3,536	\$3,609
[Total expenses / Number of property assessments]							Expenses per property assessment was slightly lower than the prior year.
Workforce turnover							
<i>Resignations and terminations compared to average staff</i>	8.0%	9.4%	12.8%	9.0%	9.0%	9.0%	9.0%
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100							The Wyndham Towards 2040 organisational restructure in 2016/17 resulted in an increased number of departures during the year.

Dimension/indicator/measure	Results			Forecasts				Material Variations and Comments
	2015	Results 2016	Results 2017	2018	2019	2020	2021	
Liquidity								
Working capital								
Current assets compared to current liabilities [Current assets / Current liabilities] x100	296.8%	378.2%	490.1%	523.2%	450.9%	446.9%	447.0%	Whilst Wyndham's current liabilities have not changed significantly from the prior year, cash holdings as at the end of 2016/17 has significantly increased when compared to 2015/16, resulting in a sharp increase to this ratio. Note that there are restrictions on the use of some of the cash held e.g. developer contributions tied to specific infrastructure projects.
Unrestricted cash								
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	36.8%	86.5%	150.5%	85.7%	20.5%	26.9%	36.4%	Unrestricted cash remains at a healthy level. The continuing growth in Wyndham is impacting positively on the level of revenue from rates and user fees, thereby increasing Council's cash holding. This positive result would also have been inflated by the early receipt of almost 50% of Wyndham's 2017/18 Commonwealth Financial Assistance Grants allocation, and is only a timing difference. In the outer years, the assumption is that Wyndham will continue to experience growth with revenue increasing in relative moderation.
Obligations								
Asset renewal								
Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x100	82.5%	22.6%	26.7%	37.1%	30.8%	29.5%	38.1%	Wyndham is one of the fastest growing municipalities in Victoria and with this comes the demand for increasing infrastructure to support the growth. In 2016/17, a significant portion of Council's capital spend was on the creation of new assets. In 2015/16 Wyndham's major aquatic and recreational facilities were re-developed, which resulted in a higher asset renewal ratio for that year.

Dimension/indicator/measure	Results		Results		Forecasts				Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021		
Loans and borrowings									
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	27.0%	34.2%	31.8%	37.9%	35.9%	33.8%	31.8%	The ratio of loans compared to rates has decreased when compared to the prior year due to the level of borrowings remaining unchanged, whilst rates revenue increased. This indicator is forecast to rise in 2017/18 due to the planned draw down of a further \$15 million in borrowings during the financial year.	
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	28.6%	1.2%	1.4%	1.3%	1.6%	1.5%	1.4%	There is a marginal increase to this indicator when compared to the prior year due to the draw down of a \$15 million loan in bond issuance in the latter part of 2015/16. The higher result in 2015/16 was due to a short- term loan of \$40 million being repaid and the debt replaced by \$40 million in borrowings through the issue of bonds.	
Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	33.9%	34.5%	33.2%	34.4%	32.7%	31.1%	29.5%	There is a slight improvement to this result when compared to prior years.	

Dimension/indicator/measure	Results			Forecasts				Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	
Operating position								
Adjusted underlying result								
Adjusted underlying surplus (or deficit)	-4.0%	-1.2%	7.8%	3.3%	4.6%	4.3%	4.8%	In 2016/17 all categories of revenue were higher when compared to the 2015/16 equivalent, due mostly to the significant growth occurring in the municipality. At the same time, expenses have also increased in 2016/17 but not to the same extent. The 2016/17 result was further positively impacted by the early payment of almost 50% of 2017/18's Commonwealth Financial Assistance Grants allocation. Conversely therefore, the 2017/18 result is slightly negatively impacted. Outer year projections for new properties coming into ratings and other sources of revenue have been estimated to be strong but measured.
[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100								
Stability								
Rates concentration								
Rates compared to adjusted underlying revenue	62.5%	56.9%	53.4%	57.0%	55.5%	55.6%	55.5%	In 2016/17 rates revenue made up a lower percentage of adjusted underlying revenue when compared to prior years.
[Rate revenue / Adjusted underlying revenue] x100								
Rates effort								
Rates compared to property values	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	Rates revenue compared to property values remains at a consistent level.
[Rate revenue / Capital improved value of rateable properties in the municipality] x100								

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and

- (b) non-monetary asset contributions; and
 - (c) contributions to fund capital expenditure from sources other than those referred to above
- "adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure
- "asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
- "current assets" has the same meaning as in the Australian Accounting Standards (AAS)
- "current liabilities" has the same meaning as in the AAS
- "non-current assets" means all assets other than current assets
- "non-current liabilities" means all liabilities other than current liabilities
- "non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan
- "own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
- "population" means the resident population estimated by council
- "rate revenue" means revenue from general rates, municipal charges, service rates and service charges
- "recurrent grant" means a grant other than a non-recurrent grant
- "residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties
- "restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
- "unrestricted cash" means all cash and cash equivalents other than restricted cash.

Other Information

For the year ended 30 June 2017

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 27 June 2017 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.



Binda Gokhale

Chief Financial Officer

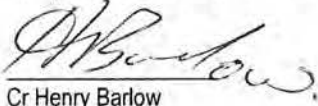
Dated: 19.09.2017

In our opinion, the accompanying performance statement of the (*council name*) for the year ended 30 June 2017 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



Cr Henry Barlow

Mayor

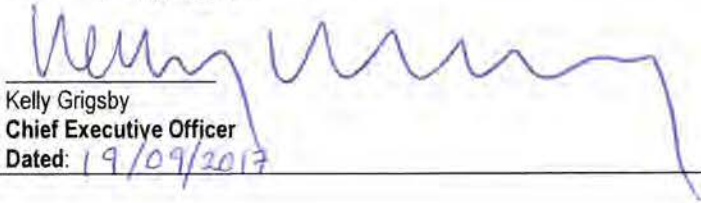
Dated: 19/09/2017



Cr Kim McAliney

Deputy Mayor

Dated: 19.09.2017



Kelly Grigsby

Chief Executive Officer

Dated: 19/09/2017

Independent Auditor's Report

To the Councillors of Wyndham City Council

Opinion	<p>I have audited the accompanying performance statement of Wyndham City Council (the council) which comprises the:</p> <ul style="list-style-type: none">• description of municipality for the year ended 30 June 2017• sustainable capacity indicators for the year ended 30 June 2017• service performance indicators for the year ended 30 June 2017• financial performance indicators for the year ended 30 June 2017• other information and• the certification of the performance statement. <p>In my opinion, the performance statement of Wyndham City Council in respect of the year ended 30 June 2017 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. My responsibilities under the Act are further described in the <i>Auditor's responsibilities for the audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Australia and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>

**Auditor's
responsibilities for the
audit of the
performance
statement**

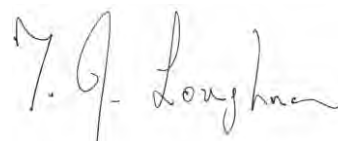
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the statement of performance, including the disclosures, and whether the statement of performance represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
21 September 2017



Tim Loughnan
as delegate for the Auditor-General of Victoria



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